

County of San Diego

Finance and General Government Group

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Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines:

- Consistent and fair administration of laws, regulations and policies.
- Targeted and effective training and support to ensure that employees are informed of laws and regulations.
- Genuine respect for fiduciary duties as stewards of taxpayer resources.
- Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.
- Use of enabling technologies to improve business processes and operational excellence.
- Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.
- Active efforts to identify significant needs, challenges and risks through long-range strategic planning.

Finance and General Government Group Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Financial Officer
- Auditor and Controller
- County Technology Office
- Civil Service Commission
- Clerk of the Board of Supervisors
- County Counsel
- Grand Jury



- Human Resources
- County Communications Office

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to residents, local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

2011-12 Anticipated Accomplishments

Required Discipline – Regional Leadership

- Hosted 28th Annual San Diego County Economic Roundtable, the region's longest running local economic forecasting event. The event was open to the public and co-sponsored by the County of San Diego, U-T San Diego, San Diego Workforce Partnership, and University of San Diego School of Business Administration.

Required Discipline – Fiscal Stability

- Assisted 22 area school districts with General Obligation (GO) bond financings and Tax and Revenue Anticipation Note (TRAN) financings. Successfully conducted a Request for Proposals (RFP) process to procure financial advisor services related to the County's debt financing activities.
- Maintained a property tax collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.



- Delivered the highest quality legal services in an efficient and effective manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County. County Counsel prevailed in 96% (49 of 51) of court decisions in all lawsuits filed against the County.

Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records. Achieved a 93% satisfactory customer service rating.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Maintained a high quality workforce by adhering to 99% (396 of 400) of established timelines for recruitment of County employees, and provide County departments with positions that match their staffing needs by completing 100% (150) of classification activity requests by established timelines. Successfully implemented the Mentor Partnership Program to aid departments in succession planning and develop leadership talent in the County workforce.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Submitted 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provided high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS), 97% (219 of 225) were implemented on or before their due date.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

- Conducted a comprehensive review of the Clerk of the Board's cash handling processes and implemented all recommendations to ensure that adequate controls are in place to protect the staff and customers and safeguard public funds.
- Implemented new InSite and County News Center websites to proactively deliver vital information including County news, challenges and successes directly to employees and residents.

Required Discipline – Information Technology

- Completed the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, implemented improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Developed a County IT Risk Assessment Manual that is being used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle. This manual includes guidelines for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.

2012-14 Objectives

Required Discipline for Excellence – Fiscal Stability

- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 8 of 9 existing employee organizations by July 2013. Negotiate fiscally prudent successor agreement with 2 remaining bargaining units and 1 employee organization by July 2014.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.60% in Fiscal Year 2012-13.
- Arrange financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of \$19.2 million in long-term obligations. The parking facility has been planned in conjunction with the CAC Waterfront Park.



Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Information Services

- Develop and deploy the Mobile Enterprise Application Platform to facilitate the development and deployment of mobile applications.
- Complete the transition to a new Web-based legal office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.

Related Links

For more information on the Finance and General Government Group, refer to the website at <http://www.sdcountry.ca.gov/fg3/>.

Executive Office Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 1.00 staff year to accommodate increasing workloads in group program management. This staff year was previously deleted in Fiscal Year 2010-11 and is proposed for reinstatement.

Expenditures

Decrease of \$39.2 million.

- Salaries and Benefits — net decrease of \$0.1 million.
 - Decrease of \$0.2 million to reflect current staffing costs and the elimination of Fiscal Year 2011-12 one-time funding for negotiated labor agreements.
 - Increase of \$0.1 million for the additional staff year described above.
- Services and Supplies — net decrease of \$39.1 million.

- Decrease of \$41.3 million to reflect the reduction of one-time appropriations for the Integrated Property Tax System (IPTS), which was initiated in Fiscal Year 2011-12.
- Decrease of \$0.1 million in various services and supplies accounts to reflect projected needs.
- Increase of \$2.3 million for the transfer of County Administrative Center (CAC) facility management expenses from the Clerk of the Board to the Finance and General Government Group Executive Office, including \$2.1 million in annual maintenance operations and \$0.2 million in major maintenance costs. The Department of General Services took over facility management services during Fiscal Year 2011-12, and has established a Memorandum of Agreement (MOA) with the Executive Office for payment of those services.

Revenues

Net decrease of \$39.2 million.

- Revenue From Use of Money & Property — increase of \$0.02 million to reflect revenue from rents and concessions previously collected by Clerk of the Board to partially offset CAC facility management costs.
- Intergovernmental Revenues — increase of \$0.02 million related to external department overhead payments (A-87) charged to other governmental entities for enterprise resource planning (ERP) system support.
- Charges for Current Services — increase of \$0.5 million related to external department overhead payments (A-87) for enterprise resource planning (ERP) system support.
- Use of Fund Balance — net decrease of \$41.8 million for a total of \$3.2 million.
 - Decrease of \$41.3 million for the reduction of one-time appropriations for the Integrated Property Tax System.
 - Decrease of \$0.5 million to be replaced by external department overhead payments (A-87) described above.
 - Total use of fund balance proposed for Fiscal Year 2012-13 includes \$2.5 million for management reserves to address unanticipated IT project costs, \$0.5 million for short-term funding of ERP system data storage costs until ongoing funding levels become more predictable, and \$0.2 million for potential CAC major maintenance projects.
- General Purpose Revenue Allocation — increase of \$2.1 million for annual CAC facility maintenance operation costs detailed in MOA described above.



Executive Office Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of \$2.5 million is mainly attributable to a decrease in the planned use of management reserves for unanticipated IT projects.



Group Staffing by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	6.00	6.00	7.00	16.7	7.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor / Recorder / County Clerk	397.50	397.50	410.50	3.3	410.50
Treasurer - Tax Collector	121.00	121.00	121.00	0.0	121.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	245.50	245.50	246.50	0.4	246.50
County Technology Office	16.00	16.00	16.00	0.0	16.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	37.00	36.00	27.00	(25.0)	27.00
County Counsel	135.00	135.00	135.00	0.0	135.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	110.00	112.00	114.00	1.8	114.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	1,165.50	1,166.50	1,174.50	0.7	1,174.50

Group Expenditures by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	\$ 49,136,220	\$ 49,337,237	\$ 10,174,656	(79.4)	\$ 7,692,754
Board of Supervisors	7,628,046	7,683,215	7,811,230	1.7	7,816,168
Assessor / Recorder / County Clerk	50,638,198	53,590,691	56,359,869	5.2	56,039,243
Treasurer - Tax Collector	19,148,452	20,854,463	20,475,327	(1.8)	20,689,825
Chief Administrative Office	4,379,445	4,303,059	4,312,234	0.2	4,385,417
Auditor and Controller	33,839,785	33,983,646	36,752,555	8.1	35,157,520
County Technology Office	139,910,787	136,921,919	151,131,040	10.4	134,139,742
Civil Service Commission	558,294	568,229	586,695	3.2	601,143
Clerk of the Board of Supervisors	6,380,645	6,458,189	3,279,610	(49.2)	3,366,032
County Counsel	22,554,021	22,361,077	22,935,440	2.6	23,031,595
Grand Jury	580,076	601,232	588,080	(2.2)	591,003
Human Resources	22,703,286	23,335,014	23,323,953	(0.0)	23,241,768
County Communications Office	2,879,771	3,154,141	3,060,557	(3.0)	3,116,675
Total	\$ 360,337,026	\$ 363,152,112	\$ 340,791,246	(6.2)	\$ 319,868,885



Executive Office Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	6.00	6.00	7.00	16.7	7.00
Total	6.00	6.00	7.00	16.7	7.00

Executive Office Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	\$ 49,136,220	\$ 49,337,237	\$ 10,174,656	(79.4)	\$ 7,692,754
Total	\$ 49,136,220	\$ 49,337,237	\$ 10,174,656	(79.4)	\$ 7,692,754

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 1,089,843	\$ 1,319,091	\$ 1,190,315	(9.8)	\$ 1,224,600
Services & Supplies	45,546,377	45,518,146	6,484,341	(85.8)	6,468,154
Management Reserves	2,500,000	2,500,000	2,500,000	0.0	—
Total	\$ 49,136,220	\$ 49,337,237	\$ 10,174,656	(79.4)	\$ 7,692,754

Executive Office Budget by Categories of Revenue

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ 20,000	—	\$ 20,000
Intergovernmental Revenues	—	—	19,156	—	19,156
Charges For Current Services	—	—	537,622	—	537,622
Use of Fund Balance	43,801,930	45,030,644	3,223,690	(92.8)	704,376
General Purpose Revenue Allocation	5,334,290	4,306,593	6,374,188	48.0	6,411,600
Total	\$ 49,136,220	\$ 49,337,237	\$ 10,174,656	(79.4)	\$ 7,692,754



Board of Supervisors

Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the county. Supervisory District boundaries were adjusted for the Fiscal Year 2011-13 Adopted Operational Plan as a result of decennial redistricting activities in 2011. New district boundaries were adopted by the Board of Supervisors on September 27, 2011. (See map on page 3.)

District 1

Supervisor Greg Cox represents more than 609,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma on San Diego Bay in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, parts of Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, South Bay Terraces, Stockton, Sunset Cliffs and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced professional staff whose fundamental mission is to make County government work for citizens by focusing on outcome and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research and review of the County budget and operations, special projects and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. Supervisor Cox has focused on the economic security of families and job creation and on improving public safety to better protect residents and fight child and elder abuse; actively promoting the well-being of children, youth and families by



creating more opportunities to succeed through innovative programs and projects like the San Pasqual Academy and the Bonita-Sunnyside and Lincoln Acres libraries.

Since taking office, Supervisor Cox has made it one of his highest priorities to improve the lives of foster children. Specifically, he has tirelessly worked to establish programs, like School Success, to help foster children achieve academic success and graduate high school. In 2010, the graduation rate for foster children in San Diego was well over 85%, comparable to that of the general public and a dramatic change from 10 years ago when the rate was only 51%.

Supervisor Cox has made it a priority to improve access to health care in his district and countywide. As one who initiated the Healthcare Safety Net study, Supervisor Cox has provided hundreds of thousands of dollars in Neighborhood Reinvestment funds to local Community Clinics, and continues to work with clinics and hospitals to maintain and enhance the safety net in San Diego County. Supervisor Cox has improved accessibility to health and social services by using technology and creating innovative collaborations with community partners like 2-1-1 San Diego.

Supervisor Cox has worked to preserve open space while providing recreational opportunities through the creation of the Bayshore Bikeway, the Sweetwater River Bike Trail, Otay Valley Regional Park and the expansion of the Sweetwater River Regional Park and the Tijuana River Valley Regional Park. Supervisor Cox doubled the number of campsites available to the public at the Sweetwater Summit Campground. He has actively worked with State and federal agencies to fund projects that encourage people to use active transportation including walking and bicycling, thus reducing toxic auto emissions that pollute our air. In March 2011, Supervisor Cox secured a grant from the State Coastal Conservancy to complete significant segments of

the Bayshore Bikeway, a project the Supervisor has championed. He is leading San Diego's effort to become the first California county to complete the California Coastal Trail, which is a network of trails and routes spanning the entire coastline. Supervisor Cox received praise from local environmental groups for leading a regional effort with all the coastal cities in the county to locate funding to restore the Beach Quality Safety Program, which preserves critical monitoring of our region's beaches, bays and waterways.

Supervisor Cox has worked with federal and local offices on the new San Ysidro Port of Entry and associated infrastructure to enhance international commerce and trade. He is working to complete construction of State Route 905, State Route 11 and a second Otay Mesa international border crossing. Supervisor Cox was elected by his peers to serve as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the board of the San Diego County Regional Airport Authority.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 620,000 residents, including more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over \$200 million to make the region safer from wildfire. A

former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and WYNOLA, as well as the Indian Reservations of Barona, Campo, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Pam Slater-Price represents a district that stretches from the coastline to the inland valleys and includes research centers, a military base, bedroom communities and major employment centers. With nearly 650,000 residents, District 3 overlays all or portions of five incorporated cities, including nearly a dozen distinct communities within the city of San Diego.

District 3 includes the coast from Torrey Pines State Beach through Encinitas. At the southwest boundary of the district is Sorrento Valley and Torrey Pines Mesa, a hub of biotech, high-tech and pharmaceutical research, where companies make everything from wireless devices to algae-based motor fuel. Also along the coast are the cities of Del Mar, Solana Beach and Encinitas. These cities incorporated in 1986 but continue to receive law enforcement, library and other services from the County of San Diego.

Along the bustling coastline, Supervisor Slater-Price has championed efforts to restore and enhance many miles worth of beaches, coastal lagoons and watersheds. She has overseen a multi-agency effort to restore the San Dieguito wetlands, and to the north, at San Elijo Lagoon, the Supervisor pushed for construction of an award-winning, county-operated nature center.

During her tenure, Supervisor Slater-Price has worked with chambers of commerce and business booster groups to promote economic development and job growth. She voted to increase fire protection and fight crime throughout the



county. She has supported the county's acquisition of thousands of acres of permanent open space and has been a driving force behind strengthening environmental policies.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc. – the region's largest, private-sector employer – is headquartered. The northeast corner of District 3 includes historic Escondido as well as San Pasqual Valley, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrop Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. The District also overlays the eastern portion of Marine Corps Air Station Miramar.

By adhering to the county's General Management System, Supervisor Slater-Price promotes conservative fiscal policy, a clean environment, and above all, safe and livable communities.

Supervisor Slater-Price works with all of these communities by recommending county funding to support a host of public safety, tourism, business and social service groups at work within the many neighborhoods.

District 4

Supervisor Ron Roberts is Chairman of the Board of Supervisors.

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 626,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues, from improving the plight of foster youth, assisting vulnerable seniors and enhancing public safety, to supporting growing the regional economy and making sure that the County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming, fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, animal control, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez, Crown Point, El Cerrito, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Linda Vista, Little Italy, Loma Portal, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park, Webster and north-eastern downtown San Diego. Points of interest within the district include Old Town State Historic Park, Balboa Park, Ocean Beach Pier, Mission Bay, the Children's Pool in La Jolla and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District Since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County, and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants and agriculture. Currently, approximately 620,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations, and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's access to health care, public safety resources, including improved methods of protecting the public from sexual predators, emergency preparedness and strong relationships with faith-based organizations.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak



Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook.

Supervisor Horn is an avocado rancher and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over \$5.1 billion in annual value to the local economy. With many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valley and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

Tourism and light industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista, and San Marcos. North County is also becoming a regional powerhouse for higher education and health care, as the California State University San Marcos campus continues to grow and a \$1 billion, 740,000 square foot hospital is expected to open in summer 2012. Over half of the County's 1,932 miles of roads are located in District 5, and over the next forty years North County is expected to implement another \$11.5 billion in transit and highway infrastructure. Under the leadership of Supervisor Horn, plans to expand McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. He has also created organizations, such as Prosperity on Purpose, to create new opportunities and secure economic development funds for North County. Supervisor Horn is committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Related Links

For additional information about the Board of Supervisors, refer to the website at <http://www.sdcounty.ca.gov/general/bos.html>.



Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Board of Supervisors District 1	9.00	9.00	9.00	0.0	9.00
Board of Supervisors District 2	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 4	10.00	10.00	10.00	0.0	10.00
Board of Supervisors District 5	13.00	13.00	13.00	0.0	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.0	2.00
Total	56.00	56.00	56.00	0.0	56.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Board of Supervisors District 1	\$ 1,308,832	\$ 1,308,832	\$ 1,335,009	2.0	\$ 1,335,009
Board of Supervisors District 2	1,312,135	1,312,135	1,338,378	2.0	1,338,378
Board of Supervisors District 3	1,285,392	1,285,392	1,311,100	2.0	1,311,100
Board of Supervisors District 4	1,229,921	1,283,204	1,308,868	2.0	1,308,868
Board of Supervisors District 5	1,408,611	1,408,611	1,436,783	2.0	1,436,783
Board of Supervisors General Offices	1,083,155	1,085,041	1,081,092	(0.4)	1,086,030
Total	\$ 7,628,046	\$ 7,683,215	\$ 7,811,230	1.7	\$ 7,816,168

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 6,617,967	\$ 6,680,862	\$ 6,802,701	1.8	\$ 6,807,639
Services & Supplies	1,010,079	1,002,353	1,008,529	0.6	1,008,529
Total	\$ 7,628,046	\$ 7,683,215	\$ 7,811,230	1.7	\$ 7,816,168

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Use of Fund Balance	\$ —	\$ 3,074	\$ —	(100.0)	\$ —
General Purpose Revenue Allocation	7,628,046	7,680,141	7,811,230	1.7	7,816,168
Total	\$ 7,628,046	\$ 7,683,215	\$ 7,811,230	1.7	\$ 7,816,168



Assessor/Recorder/County Clerk

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The County Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and provide certified copies of vital records, including birth and death certificates.

Mission Statement

To provide prompt and courteous service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Recorded property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Completed Phase One of the Birth Backfile Imaging Project and the Digital Reel Scanning and Redaction Projects to electronically preserve critical recorded documents and vital records.



Required Discipline – Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes so County departments, federal and state agencies, cities and special districts can fulfill their legal responsibilities.
- Reviewed various vital record fees to ensure that costs for services are fully recovered.

Required Discipline – Information Technology

- Completed initial development task for the pending implementation of a new integrated recording and vital records system. Due to a necessary extension of the overall project timeline, this task has been segmented into multiple phases: Phase One (Official Records) is now scheduled for implementation by September 2012, and Phase Two (Vital Records) is scheduled for implementation by June 30, 2013. This will allow the Assessor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Completed requirements and initial design for the development of an electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate sub-phase to the aforementioned integrated recording and vital records system. Due to the extension of overall project timeline, scheduled implementation is now between October and December, 2012. This will enable the department to significantly reduce document processing time and enhance customer service.

Required Discipline – Customer Satisfaction

- Provided the public with services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property

ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

2012-14 Objectives

Strategic Initiative – Sustainable Environments

- Record property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Locate, identify and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Complete Phase Two of Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. Target start date is July 2013 with completion by June 2014.
- Redact identity information from documents recorded during the period 1990 through 2008 in order to comply with Government Code 27301a. Target completion date is September 2013.

Required Discipline for Excellence - Fiscal Stability

- Collect, distribute and account for all mandated fees and transfer taxes so County departments, federal and state agencies, cities and special districts can fulfill their legal responsibilities.
- Continue to review departmental fee structure to ensure that costs for services are fully recovered.

Required Discipline for Excellence – Information Services

- Implementation of a new integrated recording and vital records system. Full system implementation is scheduled to occur by June 2013. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Implementation of the electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate sub-phase to the aforementioned integrated recording and vital records system. Due to the extension of overall project timeline, scheduled implementation is now between October and December 2012. This will enable the department to reduce document processing time and enhance customer service.
- Develop and implement both an internal and external ARCC SharePoint site, a file sharing application. This will provide a consolidated venue for all departmental services and information for both staff and the public.

Required Discipline for Excellence – Customer Satisfaction

- Provide the public with services that are of value to them in a competent and professional manner and achieve a customer service rating of at least 93%.
- Provide the public with a variety of online forms and related services. This will provide a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
- Extend customer services at the Chula Vista branch office; civil ceremonies to be offered in July 2012 and document recording in January 2013.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at <http://arcc.co.san-diego.ca.us/arcc/default.aspx>.



Performance Measures

	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Recorded documents indexed within two business days ¹	99%	99%	99% of 800,000	99%	99%
Mandated assessments completed by close of annual tax roll ²	100%	100%	98% of 310,000	98%	98%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information ³	98%	98%	99% of 86,000	99%	99%
Satisfactory customer service rating ⁴	92%	94%	93%	93%	93%

Table Notes

¹ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

² Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Completing one hundred percent of the annual assessment work is the goal in the County's first step to assessing and billing annual property taxes.

³ Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

⁴ Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 13.00 staff years - 10.00 appraisal positions to assist with the timely resolution of residential and commercial assessment appeals filings. This will reduce the appeals waiting time by 50%. An increase of 3.00 clerical support positions will allow the department to extend clerk services (marriage licenses and ceremonies) at the Chula Vista branch office.

Expenditures

Net increase of \$2.8 million.

- Salaries and Benefits — increase of \$1.1 million reflects an increase in expenditures due to the increase of 13.00 staff years, as well as negotiated labor agreements and an increase in County retirement contributions.

- Services and Supplies — increase of \$1.7 million.
 - Increase of \$0.8 million in temporary contract help due to implementation of integrated recording/vital records system.
 - Increase of \$0.5 million in contracted services due to one-time project relating to Assessor film deterioration (\$0.4 million) and contracted consultant services relating to the Integrated Property Tax System (IPTs) project (\$0.1 million).
 - Increase of \$0.3 million in minor equipment costs due to one-time purchases relating to integrated recording/vital records system.
 - Increase of \$0.1 million in major maintenance costs due to necessary building repairs.

Revenues

Net increase of \$2.8 million

- Licenses Permits & Franchises — increase of \$0.5 million due to increase in fee for marriage licenses.



- Charges for Current Services — net increase of \$2.3 million.
 - Increase of \$1.9 million in Recording Fee Modernization revenue due to one-time initiatives relating to implementation of integrated recording/vital records system.
 - Increase of \$0.1 million in E-recording revenue due to increase in ongoing costs for E-recording system.
 - Increase of \$0.4 million in Social Security Number Truncation revenue due to one-time redaction back file projects.
 - Increase of \$0.4 million due to increase in fee for services relating to marriage ceremonies.
 - Increase of \$0.2 million in duplicating and filing fees due to a State mandated increase in fees relating to birth and death certificates.
 - Increase of recorded document fees of \$0.1 million primarily due to an increase in fee for fictitious business name filings.
 - Decrease of \$0.5 million in Property Tax System Administration revenue to reflect anticipated decrease in collections from cities for services rendered.
 - Decrease of \$0.2 million in Micrographics Trust Fund revenue due to decrease in ongoing and one-time expenditures.

- Miscellaneous Revenue — increase of \$0.1 million to reflect increase in timeshare maintenance fee revenue. ARCC maintains unique ownerships and assessments for each single condominium unit used as a timeshare.
- Use of Fund Balance — decrease of \$0.2 million for a total budget of \$0.35 million to fund a one-time initiative to upgrade old microfilm to a more stable film medium in the Assessor's Office.
- General Purpose Revenue Allocation — increase of \$0.1 million due to increase in projected personnel costs.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of \$0.3 million is primarily the result of reductions in Services and Supplies of \$1.2 million due to elimination of one-time initiatives from Fiscal Year 2012-13 (\$0.8 million in temporary contract help, \$0.1 million in software application costs, \$0.2 million in minor equipment costs and \$0.1 million in major maintenance costs) and a reduction of Capital Asset Equipment costs (\$0.2 million). This is partially offset by an increase in Salaries and Benefits of \$1.1 million for a negotiated benefit increase and increases in County retirement contributions.



Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Property Valuation ID	263.00	263.00	272.00	3.4	272.00
Recorder / County Clerk	110.50	110.50	114.50	3.6	114.50
Management Support	24.00	24.00	24.00	0.0	24.00
Total	397.50	397.50	410.50	3.3	410.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Property Valuation ID	\$ 31,461,924	\$ 31,919,032	\$ 33,296,297	4.3	\$ 34,676,895
Recorder / County Clerk	16,010,517	18,522,213	19,671,169	6.2	17,963,475
Management Support	3,165,757	3,149,446	3,392,403	7.7	3,398,873
Total	\$ 50,638,198	\$ 53,590,691	\$ 56,359,869	5.2	\$ 56,039,243

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 35,515,770	\$ 36,915,940	\$ 37,990,581	2.9	\$ 39,083,407
Services & Supplies	15,097,428	16,449,751	18,161,525	10.4	16,915,836
Capital Assets Equipment	25,000	225,000	207,763	(7.7)	40,000
Total	\$ 50,638,198	\$ 53,590,691	\$ 56,359,869	5.2	\$ 56,039,243

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	\$ 500,000	\$ 450,000	\$ 900,000	100.0	\$ 900,000
Revenue From Use of Money & Property	120,000	56,000	30,000	(46.4)	30,000
Charges For Current Services	30,033,919	31,385,791	33,711,529	7.4	31,644,965
Miscellaneous Revenues	631,000	631,000	701,000	11.1	701,000
Use of Fund Balance	—	511,648	350,000	(31.6)	800,000
General Purpose Revenue Allocation	19,353,279	20,556,252	20,667,340	0.5	21,963,278
Total	\$ 50,638,198	\$ 53,590,691	\$ 56,359,869	5.2	\$ 56,039,243



Treasurer-Tax Collector

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for \$6.5 billion in public funds; the billing and collection of approximately \$4.6 billion in secured and \$0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

2011-12 Anticipated Accomplishments

Treasury

Treasury consists of the Investment Division and the Accounting Division. The Investment Division is responsible for setting the daily cash balance for the County Pooled Investment Fund (Pool), investing for the Pool and dedicated portfolios, and reviewing documents and advising on the structure and pricing of all County and school debt issues. The Accounting Division performs various accounting functions related to tax collection and investments and provides financial services such as electronic fund transfers to other County departments and investment pool members.

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, efficiently managed 360 accounts for the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds of 113 bank accounts linked to the Master Treasury account.



- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.50% in Fiscal Year 2011-12.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector provided broad-based financial and consulting services to public agencies within the San Diego County region. County Investment staff assisted in the issuance of approximately \$979 million in bond proceeds during Fiscal Year 2011-12. The Treasury processed in a timely manner 248 interest payments and 147 principal payments for bonds where the County Treasury serves as the paying agent.
- Provided a learning platform and forum to address current government finance issues by facilitating three seminars including the Investment Symposium (61 attendees), the Debt Symposium (81 attendees) and Fraud Prevention (122 attendees).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers by 131 people in Fiscal Year 2011-12 through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program continues to strengthen internal controls and increase efficiency in processing and safeguarding cash.



- Developed “knowledge workers” within the Treasury Division by having encouraged professional development through seminar and conference attendance and participation in government finance organizations such as California Municipal Treasurers Association, Government Investment Officers Association and Government Finance Officers Association.

Required Discipline – Continuous Improvement

- Implemented upgrade of SunGard treasury management software. This enhancement will allow for automatic paperless processing of investment transactions and provide additional automation and streamlining of Treasury processes.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing customer service to County residents at the main branch and four additional branches located throughout the county.

Required Discipline – Fiscal Stability

- Maintained a collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner ensuring timely revenue collection on behalf of San Diego County’s taxpayers.

Required Discipline – Information Technology

- Participated in the further development of the Integrated Property Tax System (IPTs) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office to prepare for deployment by a date agreed upon by the County and the selected contractor.

Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement in addition to the County’s pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
 - Maintained enrollment in the Deferred Compensation 457 Plan at 48.0% through June 30, 2012.
 - Average deferral amount per pay period in the Deferred Compensation 457 Plan was \$80.
 - Continued to educate employees on the Deferred Compensation Plan by holding two Investment and Retirement Symposiums.
 - Continued to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees.

2012-14 Objectives

Treasury

Required Discipline for Excellence – Fiscal Stability

- To safeguard public funds and maintain public trust, will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.60% in Fiscal Year 2012-13 and 0.70% in Fiscal Year 2013-14.

Required Discipline for Excellence – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current government finance issues by facilitating four seminars for Fraud Prevention, Nonprofit Organization Finance, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.



Tax Collection

Required Discipline for Excellence – Fiscal Stability

- Maintain a collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers by June 30, 2013.

Required Discipline for Excellence – Information Technology

- Participate in the further development of the Integrated Property Tax System (IPTs) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office to prepare for deployment by a date agreed upon by the County and the selected contractor.

Deferred Compensation

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Broaden the Countywide base of employees who are

planning for financial security during retirement by the following measures:

- Maintain enrollment in the Deferred Compensation 457 Plan at 48.0% through June 30, 2013 and increase it to 48.2% by June 30, 2014.
- Increase the average participant contribution in the Deferred Compensation 457 Plan to \$89 per pay period by June 30, 2013 and to \$91 by June 30, 2014.
- Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
- Continue to increase employee awareness and understanding by conducting annual educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at <http://www.sdtreastax.com/>.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Secured Taxes Collected (% of total) ¹	98%	97%	97%	97%	97%
Unsecured Taxes Collected (% of total) ¹	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	0.84% ²	0.70% ³	0.50% ³	0.60% ³	0.70% ³
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ⁴	4.71	4.70	4.70	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period ⁵	\$86	\$87	\$80	\$89	\$91
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan ⁶	47.4%	47.4%	48.0%	48.0%	48.2%
Number of newly Certified Cash Handlers for the County and other government entities	157 ⁷	40 ⁷	131 ⁷	40 ⁷	40

Table Notes

¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages through 2013-14 are anticipated as the real estate market continues to struggle.

² The Rate of Return on Investment Pool was estimated to be 0.84% in Fiscal Year 2010-11 due to the Federal Reserve funds rate having remained set at a range of 2.00% to 0.00%. Please address the variance for FY 2011-12 Adopted (0.70%) to Estimated Actuals (0.50%). (The variance in question is addressed in note 3 below)

³ Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past two years, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

⁴ The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is less than exceptional because they believe the taxes are too high.

⁵ Due to uncertainty in the economic health of the country, employees reduced their Deferred Compensation average deferral amount per employee per pay period. The department will strive to increase plan awareness and to promote new plan services in order to keep contributions consistent.

⁶ Participation in the 457 plan increased greatly as a result of the publicity created by the introduction of the Roth 457 program early in Fiscal Year 2011-12.

⁷ The number of newly Certified Cash Handlers increased in Fiscal Year 2010-11 due to a compliance requirement implemented by the Health and Human Services Agency and other departments understanding the value of the program. The number of newly Certified Cash Handlers increased in 2011-12 due to a special request from County departments to add an extra session and will revert back to 40 in 2012-13 because most employees who require Cash Handling certification have been certified. It is also anticipated that turnover of cash handlers will be lower.



Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.4 million.

- Salaries and Benefits — increase of \$0.1 million reflects negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — decrease of \$0.5 million.
 - Decrease of \$0.4 million in one-time cost for the implementation of the Web Integrated Tax System (WITS) 3.0 infrastructure allowing for a real-time client server property tax payment processing architecture.
 - Decrease of \$0.1 million due to decreased cost of Public Liability Insurance Premium and office expense related to improved efficiencies.

Revenues

Net decrease of \$0.4 million.

- Use of Fund Balance — decrease of \$0.43 million due to elimination of one-time prior year initiatives. There is no planned use of fund balance in Fiscal Year 2012-13.
- General Purpose Revenue Allocation — increase of \$0.05 million for Salaries and Benefits increases described above.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of \$0.2 million as a result of an increase of \$0.4 million for negotiated labor agreements and an increase in County retirement contributions, offset by a decrease of \$0.2 million due to completion of one-time Information Technology enhancements in Fiscal Year 2012-13.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Treasury	23.00	23.00	23.00	0.0	23.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	83.00	83.00	82.00	(1.2)	82.00
Administration - Treasurer / Tax Collector	12.00	12.00	13.00	8.3	13.00
Total	121.00	121.00	121.00	0.0	121.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Treasury	\$ 6,543,884	\$ 6,863,607	\$ 6,853,306	(0.2)	\$ 6,958,201
Deferred Compensation	311,299	302,532	327,347	8.2	335,279
Tax Collection	9,352,843	10,677,584	10,214,869	(4.3)	10,255,845
Administration - Treasurer / Tax Collector	2,940,426	3,010,740	3,079,805	2.3	3,140,500
Total	\$ 19,148,452	\$ 20,854,463	\$ 20,475,327	(1.8)	\$ 20,689,825

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 10,690,081	\$ 10,865,971	\$ 10,943,244	0.7	\$ 11,322,216
Services & Supplies	8,458,371	9,988,492	9,532,083	(4.6)	9,367,609
Total	\$ 19,148,452	\$ 20,854,463	\$ 20,475,327	(1.8)	\$ 20,689,825

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Fines, Forfeitures & Penalties	\$ 1,035,450	\$ 1,035,450	\$ 1,035,450	0.0	\$ 1,035,450
Charges For Current Services	11,991,679	13,234,292	13,234,292	0.0	13,234,292
Miscellaneous Revenues	409,000	637,472	637,472	0.0	637,472
Use of Fund Balance	526,895	432,150	—	(100.0)	—
General Purpose Revenue Allocation	5,185,428	5,515,099	5,568,113	1.0	5,782,611
Total	\$ 19,148,452	\$ 20,854,463	\$ 20,475,327	(1.8)	\$ 20,689,825



Chief Administrative Office

Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety and the Health and Human Services Agency.

The Chief Administrative Office department comprises three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer and a small support staff), the Office of Internal Affairs and the Office of Strategy and Intergovernmental Affairs.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

2011-12 Anticipated Accomplishments

During Fiscal Year 2011-12, the Chief Administrative Office worked with the Board of Supervisors to ensure that County government in San Diego remained fiscally sound, operationally strong and able to meet the core needs of County residents within available revenues. To accomplish this, the CAO continued to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO continued to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and worked with CAOs in other California counties to protect local revenues and interests as the new State administration worked to redefine State/County roles, responsibilities and revenues.

The CAO also continued to enhance efficiency throughout the organization by implementing new ways of working that enable the organization to better meet changing public needs or program realities - using strategies that include



reengineering, expanded partnerships with other entities that serve similar customers or have similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2011-12 anticipated accomplishments and how they relate to the County's 2011-2016 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they formed a coordinated strategy that enabled the County to achieve its Mission - "To efficiently provide public services that build strong and sustainable communities" - and its Vision - "A County that is safe, healthy and thriving."

Kids: Improve Opportunities for Children and Families

Implemented second year of "Live Well, San Diego!" to achieve the County's vision of healthy, safe and thriving communities by:

- Supporting positive choices that integrate healthy and safe living and encourage financial stability.
 - Continued to promote self-sufficiency by serving eligible recipients on public assistance programs; over 79,000 per month in CalWORKs, over 240,000 per month in CalFresh, and over 350,000 per month in Medi-Cal.
 - Received a Community Nutrition Education Program (CNEP) multi-year State grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients.
 - Provided resources to homeless families exiting from transitional housing.
- Building a better service delivery system that recognizes the importance of safety in achieving healthy people, healthy communities and thriving families.

- Made it easier for people seeking help on issues such as mental health, alcohol or drug abuse and suicide prevention by revising the phone number for the Access and Crisis Line to reflect the seven days a week, twenty-four hours a day service to (888) 724-7240.
- Implemented the Low Income Health Program (LIHP) that funds medical care for uninsured adult County residents. LIHP uses a network of community health centers along with hospitals, community physicians and mental health providers throughout San Diego County to provide health care services.
- Obtained funding for a program that will help residents with complex needs and chronic health conditions better manage their care and reduce hospital visits. This funding from the Beacon Community Project will be used to develop and administer evidence-based Care Transition services in three hospitals in the San Diego County region (Scripps Mercy, Sharp Memorial and UCSD Medical Center), building upon the successful Aging and Independence Services Care Transitions pilot program at Sharp Memorial.
- Received a Community Transformation Grant (CTG), a multi-year grant from the U.S. Department of Health and Human Services, to reduce chronic diseases, promote healthier lifestyles, reduce health disparities and decrease health care costs.
- Established partnerships and implemented child support related programs with community-based organizations who deal with non-custodial parents.
- Created a separate team within Child Welfare Services (CWS) to case manage all youth over the age of 17 that remain active to CWS. Now that Assembly Bill 12, the *California Fostering Connections to Success Act*, has extended foster care to the age of 21, this team will ensure that these youth have the tools and resources they need to successfully exit from foster care at the appropriate time.
- Pursuing policy and environmental changes that make it easier to be healthy, enhance safety, and support communities that thrive.
 - Completed Year 2 of the two-year Communities Putting Prevention to Work grant. The grant worked closely with residents, businesses and community leaders to develop and implement policies, systems and environmental approaches that make healthy living easy, safe and affordable. Efforts included partnering local farmers with local schools to bring fresh fruits and vegetables to students, creating a 'safe

routes to school' countywide coalition, and completing draft framework for integrating public health goals into the 2050 Regional Transportation Plan and Regional Comprehensive Plan.

- Improved the culture from within by training County staff to recognize that traumatic events impact individual health, community safety and financial stability.
- Rolled out an employee training based on Behavioral Health Services' "It's Up to Us" campaign to increase understanding of mental illness, to reduce stigma, and to encourage people to help others or seek help for themselves.

The Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Completed adoption of a new County General Plan, to provide an up-to-date, consistent framework for development that streamlines the development and development review processes.
- Acquired 474 acres within the Multiple Species Conservation Plan (MSCP) areas. The MSCP streamlines the development process and facilitates the creation of viable permanent open space preserves.
- Acquired, preserved and enhanced significant natural and historical/cultural resources and designed, developed and operated park facilities in an environmentally responsible and efficient manner that promoted resource sustainability.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Improved energy and water efficiency in 12 (goal was 8) department facilities by native landscaping, retrofitting or installing new water- and energy-efficient equipment, acquiring electric vehicles, and replacing older vehicles with energy-efficient vehicles to reduce water and energy usage.
- Performed over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Continued to partner with prosecutors and other regulatory agencies to enforce compliance with hazardous waste, hazardous materials and underground storage tanks laws when cooperative and educational efforts



fail. As part of this effort, sent two inspectors to the Federal Law Enforcement Training Center's advanced environmental crimes multi-jurisdictional training.

- Completed ten oil collection events - recycling 90,000 gallons of used oil and 13,000 used oil filters and completed four tire collection events – recycling 4,000 tires.
- Protected the health and safety of the region's \$1.65 billion agricultural industry and its customers from damaging exotic insects, diseases and noxious non-native weeds.

Safe and Livable Communities: Promote Safe and Livable Communities

Continued to provide programs that break the cycle of criminal recidivism, protected the public and focused on the successful reentry of offenders into the community upon leaving incarceration.

- Provided rehabilitative services to youth in custody to prepare them for success in the community.
- Participated in Offender Reentry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to ensure clients obtained the services they need to become self-sufficient and maintain a crime-free lifestyle.
- Conducted over 850 compliance audits in the unincorporated area and Sheriff's contract cities to ensure that registered sex offenders remained in compliance with court ordered offender registration requirements.

Continued partnerships with other agencies to address public safety needs.

- Collaborated with criminal justice partners and social service providers and developed protocols for a High-Risk Domestic Violence Team to support improved outcomes for victims of domestic violence.
- Participated in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Continued to contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project, the National Institute of Child Health and Human Development and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.

- Completed Step II of the County's Fire and Life Safety Reorganization Report, which included the merging of the five County Service Areas into the San Diego County Fire Authority – County Service Area (CSA) 135.

Continued to strengthen the County's and communities' ability to prepare for, respond to and recover from disasters.

- Implemented 24-hour staffing at all fire stations in coordination with the local fire districts.
- Developed an advanced post-disaster recovery initiative which provides a comprehensive program that identifies steps the County can take pre-disaster that will accelerate recovery after a catastrophic event.
- Initiated development of the Regional Communications System replacement plan; Federal Urban Area Security Initiative grant funding for replacement of the core was approved in January 2012.
- Developed and implemented a public awareness campaign on the County's new Accessible AlertSanDiego mass notification system that directs blind, hard-of-hearing and deaf/blind residents to the ReadySanDiego website.
- Established a public information program on the tenth anniversary of 9/11 to educate and advise the general public as to how to recognize and report suspicious activity. The program, which reached 3.1 million residents as well as visitors to San Diego County, was available on the Web, through distributed materials, the local media and through community events.
- Provided public outreach notification to residents in the unincorporated area on the Defensible Space Program, the inspection process and procedures. This program is designed to protect homes during wildfires by reducing flammable vegetation around structures.
- Mitigated fire fuel hazards and maintained fire safe zones in 40 (goal was 24) park facilities through continued implementation of fuel management practices.
- Implemented the 2011 Consolidated Fire Code, which consolidated the fire codes of the 16 individual fire districts and the San Diego County Fire Authority – CSA 135.
- Reduced risks of wildfire by collaborating with the San Diego County Fire Authority in the application of land use policies that promote development that mitigates wildfire impacts, protecting new and existing communities.

Continued to enhance safety throughout our communities.

- Awarded and managed construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow and prepared four road reviews to evaluate County roads with higher than statewide average collision rates, recommending implementation measures to help reduce the number of collisions.
- Increased teen driving safety through education and awareness by conducting Start Smart classes and two community teen driving fairs.
- Met Hazardous Incident Response Team (HIRT) goal to be on the scene of a hazardous incident they are dispatched to within 60 minutes over 90% of the time. The team averages a 98.4% on time arrival rate.
- Increased volunteer patrol hours by 51% (from 2,962 to 4,497 hours) to assist in creating safer parks and preserves by providing extra security for park users.
- Continued to enhance the quality of life throughout our communities.
- Ensured that consumers are charged the correct price by conducting three outreach presentations to educate local merchants and retailers about price accuracy compliance.
- Increased the number of undercover residential fumigation inspections from 6 to 35 to increase enforcement presence where violations affect public health and worker safety.
- Maintained hours of service at 33 libraries and 2 mobile libraries.
- Will conduct the Presidential Primary Election in June 2012, increasing the number of polling places by 10%.
- Achieved the goal of 0% euthanasia of any healthy, friendly animal at County animal shelters.

Required Disciplines: Promoting Operational Excellence

Fiscal Stability

- Maintained the County's fiscal stability and strong credit ratings through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, and commitment to maintaining prudent reserves.
- Aggressively pursued opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintained a strong Treasurer's Investment Pool.
- Assisted 22 area school districts with General Obligation (GO) bond financings and Tax and Revenue Anticipation Note (TRAN) financings. Successfully con-

ducted a Request for Proposals (RFP) process to procure financial advisor services related to the County's debt financing activities.

- Maintained a property tax collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.
- Delivered the highest quality legal services in an efficient and effective manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County. County Counsel prevailed in 96% (49 of 51) of court decisions in all lawsuits filed against the County.

Customer Satisfaction

- Received a Supplemental Nutrition Assistant Program Participation (SNAP) multi-year federal grant to implement a system for electronic documents conversion and tracking that will help reduce processing time and minimize lost documents. SNAP is the former federal program Food Stamps.
- Continued to expand use of social media tools and online services so the public can access information or do business with the County at their convenience, anytime, anywhere.
- Provided the public with the personal and business services, records and information they need, including locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records, with a 93% satisfactory customer service rating.
- Continued to implement process improvements to streamline the land development process to reduce processing costs and time for customers as well as the County.

Skilled, Adaptable and Diverse Workforce

- Maintained a high quality workforce by adhering to 99% (396 of 400) of established timelines for recruitment of County employees, and provide County departments with positions that match their staffing needs by completing 100% (150) of classification activity requests by established timelines. Successfully implemented the Mentor Partnership Program to aid departments in succession planning and develop leadership talent in the County workforce.



Accountability, Transparency and Ethical Conduct

- Submitted 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provided high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS), 97% (219 of 225) were implemented on or before their due date.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.
- Conducted a comprehensive review of the Clerk of the Board's cash handling processes and implemented all recommendations to ensure that adequate controls are in place to protect the staff and customers and safeguard public funds.
- Implemented new InSite and County News Center websites to proactively deliver vital information including County news, challenges and successes directly to employees and residents.

Information Technology

- Ensured that transfer of the County's Information Technology (IT) outsourcing contract to Hewlett Packard was smooth and seamless to system users and that all operations and contract conditions are successfully executed.
- Completed the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, implemented improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Implemented and expanded the use of the Juvenile Electronic Library System (JELS) to improve the case management process. (JELS is a project to integrate Probation Reports into the DA's juvenile case management system for use in the courtroom.)
- Developed a County IT Risk Assessment Manual that is being used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle. This manual includes guidelines

for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.

- Developed new online tools that will streamline business processes and improve customer service.
- Continued implementation of the Business Case Management System – Accela (BCMS) automation program, which empowers residents and the County by increasing accessibility and transparency of information and the County to deliver high value, quality services in the most efficient and timely manner.
- Installed the new Automated Fingerprint Identification System.

Regional Leadership

- Kept communities safe through regional leadership in criminal justice and public safety activities.
- Maintained a focus on border security by conducting proactive, intelligence driven operations in conjunction with local and federal law enforcement partners and partnered with agencies throughout the region to target activities such as gang operations; domestic violence; truancy, probation and parole sweeps; and sobriety checkpoints.
- Conducted 18 tabletop exercises with multiple federal, state, county departments, 18 cities, special districts in the unincorporated areas and non-governmental agencies by April 2012 to focus on the Southern California Catastrophic Earthquake Response Plan.
- Completed the dissolution of the County of San Diego Redevelopment Agency and the transfer to the County Successor Agency, as required by legislation in Assembly Bill 1X 26, Community Redevelopment Dissolution.

Continuous Improvement

- Completed phase one of the Knowledge Integration Project (KIP) in HHSA, which will improve the exchange of information across multiple disciplines to improve the information available and coordinate services for shared clients.
- Continued to use business process reengineering and evidence-based practices to further improve County operations to ensure that the County uses the most effective and efficient strategies to sustain critical public services.
- Expanded use of social media to focus on reaching the public and employees directly with strategic, targeted communications that align with County goals, including



launch of new InSite Intranet site, County News Center digital newsroom and continued use of other social media tools such as Twitter and Facebook.

- Expedited procurement services to internal County customers and vendors who do business with the County.
- Used data collected through BCMS to pinpoint problem areas causing increased health and safety risks and to maximize resources and focus on solutions and methods of prevention. One example is using the data from nursery inspections to determine import and export trends and to analyze common violations and tailor outreach efforts to prevent future violations.

Essential Infrastructure

- Continued to make progress toward the acquisition, design and/or construction of the capital improvements for:
 - New Women's Detention Facility replacement,
 - County Administration Center (CAC) Waterfront Park and related new parking garage at Cedar and Kettner streets in downtown San Diego,
 - Phase 1B of the County Operations Center (COC) development in Kearny Mesa, allowing the relocation of County staff from the COC Annex, the CAC and leased office space,
 - Development of the newly-acquired County property on Chesapeake Drive, adjacent to the COC, to include a new location for the Registrar of Voters.
 - New Rancho San Diego Sheriff's station,
 - East Mesa Reentry and Rehabilitation Facility,
 - Replacement of the Lincoln Acres library, replacing a much older and smaller facility, and
 - Replacement of San Pasqual Academy housing and administration facilities destroyed in the 2007 Witch Creek Fire.
- Completed scheduled preventive maintenance of County facilities to maximize operational efficiency and prolong their life and service.
- Improved energy and water efficiency in eight department facilities by various means, such as native landscaping, retrofitting or installing new water- and energy-efficient equipment, replacing older vehicles with energy-efficient vehicles, and reducing water and energy usage.

2012-14 Objectives

During Fiscal Years 2012-14, the Chief Administrative Office will work with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and able to meet the changing service needs of County residents within available revenues. To accomplish this, the CAO will continue to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and will continue to work with CAOs in other California counties to protect local revenues and interests as the new State administration continues to redefine State/County roles, responsibilities and revenues.

The CAO will also continue to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enable the organization to better meet changing public needs or program realities - using strategies that include reengineering, expanded partnerships with other entities that serve similar customers or have similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2012-14 Objectives and how they relate to the County's 2012-2017 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that enables the County to achieve its Mission - "To efficiently provide public services that build strong and sustainable communities" - and its Vision - "A County that is safe, healthy and thriving."

Strategic Initiative - Safe Communities

- Promote strategies that make neighborhoods safe places to live, work and play:
 - Provide early intervention with at-risk youth in the crime-prone years by implementing community oriented policing strategies, stressing prevention, early identification and timely intervention.
 - Educate residents through community outreach and employ prevention and safety programs.



- Provide safe and accessible parks and preserves, foster innovative programs and initiatives that promote government agency partnerships and community involvement and enhance emergency communications and preparedness.
- Repaint and re-mark crosswalks and roadway legends adjacent to all 121 public schools and 12 private school locations throughout the unincorporated area of the County.
- Promote and implement strategies that protect residents from crime.
 - Maintain a proactive law enforcement presence in the unincorporated area and cities with whom the County contracts.
 - Monitor offenders subject to community supervision to mitigate new crime offenses.
 - Employ intelligence-led policing strategies to crime problems at the local and regional level.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable.
 - Collaborate with the local courts to ensure offenders are appropriately detained or sanctioned.
 - Employ appropriate punitive measures that are balanced with rehabilitation opportunities, where appropriate.
 - Ensure quality investigation and crime analysis that leads to successful identification and prosecution of offenders.
- Reduce recidivism by implementing treatment strategies that help offenders successfully reenter society.
 - Provide a continuum of treatment and diversion programs while adult offenders are in jail, addressing health and behavioral health.
 - Employ transitional services for offenders as they exit out of detention facilities.
 - Integrate evidence-based practices and principles in collaboration with community and justice partners.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
 - Collaborate with regional fire service agencies to improve fire protection and emergency response services.
 - Engage residents, private sector and local jurisdictions through community outreach events and emergency readiness planning.
 - Complete a new GIS application for damage assessment reporting during disasters. The new application will increase reporting frequency and thus reduce the time the County must wait for information on disaster impacts.

- Complete an environmental analysis of the Proposed Eye Gnat Program and revised County Ordinance to support an Eye Gnat Program for Board of Supervisors approval and adoption.
- Ensure food quality safety and integrity, and verify that produce advertised as "organic" is registered and certified as organic by increasing organic spot inspections by 33% to 40 inspections.
- Inspect 20 miles of targeted sewer mains and clean 390 miles of sanitary sewer collector mains to protect public health and the environment by minimizing the risk of overflows.

Strategic Initiative – Sustainable Environments

- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Improve County operations through sustainability efforts in alternative energy systems, energy conservation, recycling, and green building design.
- Protect a sustainable watershed via outreach, education, inspections and develop plans to meet bacteria levels in accordance with the San Diego Regional Water Quality Control Board.
- Protect water quality and promote water conservation via workshops and the deployment of water kiosks throughout the agricultural community and at various annual events.
- Acquire, develop and maintain facilities that support and promote park stewardship and environmental sustainability and efficiency.
- Design and initiate construction on at least seven road and road-related infrastructure improvement projects that enhance the transportation network's long-term sustainability.
- Promote increased civic engagement by increasing the number of permanent vote-by-mail voters by 5% and completing the addition of Chinese language to voting and election materials.
- Protect residential gardens and commercial produce from insidious pest infestations and avoid the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Maintain the planned schedule of library operations and current level of services, including an average of 200 after-school programs each month, at the County's 33 branch libraries and 2 mobile libraries.



Strategic Initiative – Healthy Families

Continue implementation of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time by:

- Building a better service delivery system that is innovative and outcome-driven.
 - Implement Year 1 of the Community Transformation Grant (CTG) support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
 - Implement the Community Based Care Transition program to reduce readmissions to hospitals by Medicare recipients.
 - Evaluate data from the two pilot programs integrating physical and behavioral health services.
 - Establish Extended Foster Care program, an outcome from Assembly Bill 12, the *California Fostering Connections to Success Act*, to extend foster care to 21 years of age.
- Supporting positive choices that empower residents to take responsibility for their own health and well-being.
 - Implement Year 1 of the Community Nutrition Education Program (CNEP) grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients.
 - Provide parent education in early literacy and school readiness and nutrition education emphasizing healthful nutrition practices, food safety and food resource management.
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
 - Increase recreational opportunities and educational programs at County parks to enhance park patrons' experience and promote healthy lifestyles.
 - Complete and document community input to the six regional *Live Well, San Diego!* plans by using the MAPP process from the National Association of County and City Health Officials.
 - Implement second phase of the succession plan to advance *Live Well, San Diego!*
 - Begin improvements to Family Resource Centers and ACCESS (a public benefits transaction call center), including increasing accuracy of payment, and technological enhancements to improve customer service.

Required Disciplines for Excellence

Fiscal Stability

- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 8 of 9 existing employee organizations by July 2013. Negotiate fiscally prudent successor agreement with 2 remaining bargaining units and 1 employee organization by July 2014.
- Continue to maintain the County's high credit ratings by managing within the construct of County GMS fiscal disciplines, maintaining a structurally-balanced budget and prudent reserves and ensuring that County residents' tax dollars are spent as efficiently as possible.
- Arrange financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of \$19.2 million in long-term obligations. The parking facility has been planned in conjunction with the County Administration Center (CAC) Waterfront Park.

Skilled, Adaptable and Diverse Workforce

- Begin phase 2 of the Knowledge Integration Project (KIP) to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared clients.
- To ensure the smooth delivery of future services and continued organizational growth and improvement, complete the first round of the County Mentor Partnership Program and develop succession planning tools that departments can use to enhance employees' leadership skills and support succession planning efforts.

Essential Infrastructure

- Significant multi-year projects that are proposed for Fiscal Year 2012-13 or in progress include:
 - New CAC Waterfront Park.
 - New parking structure at Cedar and Kettner streets in San Diego.
 - Phase 1B of the County Operations Center (COC), allowing the relocation of County staff from the COC Annex, CAC and leased office space.
 - Development of the newly-acquired County property on Chesapeake Drive, adjacent to the COC, to include a new location for the Registrar of Voters.
 - Replacement Women's Detention Facility.
 - New Rancho San Diego Sheriff's Station.
 - East Mesa Reentry and Rehabilitation Facility.



- Open the new Lincoln Acres Library, community room and business offices for Sheriff staff and the Lower Sweetwater Fire Protection District.

Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provide open access to County business by making Board of Supervisors meetings available on the Internet when they are held and afterward in audio and video archives.

Information Services

- Develop and deploy the Mobile Enterprise Application Platform to facilitate the development and deployment of mobile applications. Expand the mobile workforce capabilities for building inspectors and code enforcement through new systems that enable real-time access to permit systems from mobile devices that field inspectors will use. Explore and develop, where appropriate, mobile applications to improve service delivery and enhance the flow of information to the public.
- Complete the transition to a new Web-based legal office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information. Continue implementation of technologies, including an electronic content management system, that facilitate paperless processes in the courtroom.
- Enhance customer service by providing Web access to allow customers to perform land use file reviews without coming into the office.
- Reduce payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of the payments.
- Initiate the phased upgrade of the region's aging Regional Communication System (RCS), beginning with replacing the RCS Core in Fiscal Year 2012-13, and continuing planning for replacement of subsequent major components to begin in Fiscal Year 2013-14.
- Complete the replacement of the County's aging legacy Property Tax Collection system with a modern Integrated Property Tax System in Fiscal Year 2013-14.

This project will replace the old technology currently used to value properties, collect taxes and distribute the revenue collected with a new system that will enable the County to be more efficient, automate many processes, and require less maintenance and support. The new system will also give County property owners the ability to complete certain required forms online instead of traveling to County facilities or mailing physical documents, improving customer satisfaction and reducing the need for travel and printing.

Regional Leadership

- Conduct the activities of the County Oversight Board to conclude the programs and activities of the former Redevelopment Agency.
- Administer and participate in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Develop standard operating procedures/fact sheets to provide guidance on how to collaborate with other agencies to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the state. These procedures will be available for use by the other Unified Program Agency's throughout the State.

Continuous Improvement and Innovation

- Implement Board of Supervisors directed recommendations to improve the land development process for customers, streamlining the land development process to reduce processing costs and time for customers as well as the County.
- Develop procedures and implement a program to scan and enter emission inventory summaries into the Business Case Management System – Accela (BCMS) at the facility level by June 2013 to increase staff efficiency in determining New Source Review requirements and facility compliance status.
- Increase operational efficiency by transitioning the Pesticide Regulation Program enforcement response determination document into the BCMS. This document is used to track the action taken when a violation is found.
- Develop new communication channels to release timely housing-related information in emergencies as well as ongoing housing and community development opportunities.



- Complete co-location of Public Administrator/Public Guardian with Mental Health Conservatorship to improve service coordination.

Customer Satisfaction

- Promote and make customer service a top priority by developing and providing customer service training emphasizing customer focus in all LUEG management and section meetings and instruct staff on good communication skills with the public and regulated community.
- Complete an implementation plan and draft changes to the County Ordinance to institute a letter grading system similar to the one used in restaurants for meat markets and for mobile food facilities that prepare food.
- Implement Year 1 of Supplemental Nutrition Assistance Program (SNAP) grant to implement a system for electronic documents conversion and tracking, and to help reduce processing time and minimize lost documents.

Related Links

For additional information about the Chief Administrative Office, refer to the website at <http://www.sdcounty.ca.gov/cao/>.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Overall, very minor net increase in expenditures primarily as a result of an increase in public liability insurance premiums and County retirement contributions.

Revenues

Overall, very minor net increase in revenues.

- Charges for Current Services — decrease of \$0.06 million due to a decrease in revenue associated with external department overhead payments (A-87).
- Use of Fund Balance — decrease of \$0.04 million due to the elimination of funding for prior year one-time salary adjustment. There is no planned use of fund balance in Fiscal Year 2012-13.
- General Purpose Revenue Allocation — increase of \$0.1 million to offset decrease in Charges for Current Services and increased retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of \$0.1 million due to negotiated labor agreements and an increase in County retirement contributions.



Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Executive Office	6.00	6.00	6.00	0.0	6.00
Office of Intergovernmental Affairs	4.50	4.50	4.50	0.0	4.50
Internal Affairs	4.00	4.00	4.00	0.0	4.00
Total	14.50	14.50	14.50	0.0	14.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Executive Office	\$ 1,645,523	\$ 1,483,854	\$ 1,486,163	0.2	\$ 1,522,650
Office of Intergovernmental Affairs	1,380,931	1,410,749	1,420,397	0.7	1,437,512
County Memberships and Audit	762,261	770,638	771,984	0.2	771,984
Internal Affairs	590,730	637,818	633,690	(0.6)	653,271
Total	\$ 4,379,445	\$ 4,303,059	\$ 4,312,234	0.2	\$ 4,385,417

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 2,414,430	\$ 2,493,377	\$ 2,492,190	(0.0)	\$ 2,565,373
Services & Supplies	1,965,015	1,809,682	1,820,044	0.6	1,820,044
Total	\$ 4,379,445	\$ 4,303,059	\$ 4,312,234	0.2	\$ 4,385,417

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	\$ 72,170	\$ 170,864	\$ 106,812	(37.5)	\$ 106,812
Use of Fund Balance	—	42,348	—	(100.0)	—
General Purpose Revenue Allocation	4,307,275	4,089,847	4,205,422	2.8	4,278,605
Total	\$ 4,379,445	\$ 4,303,059	\$ 4,312,234	0.2	\$ 4,385,417



Auditor and Controller

Department Description

Governed by the overriding principles of fiscal integrity, customer service and continuous improvement, the Auditor and Controller has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.



achieved due to validation delays associated with the Oracle upgrade, which resulted in delays in invoice approvals.

- Provided audit services, including State mandated and operations/performance audits, to ensure the integrity of management control systems, improve uniformity and consistent performance across the enterprise, and best use of county resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS), 97% (219 of 225) were implemented on or before their due date.
- The State of California's Board of Equalization (BOE) completed an audit of the County's Sales and Use Tax returns for the calendar years, 2006 thru 2009. There were no findings as a result of the audit and the BOE report specifically referenced the County's excellent internal controls as basis for their conclusions.
- Met the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures that the County avoids penalties associated with excessive TRANs borrowing.
- Completed the County's Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) for the fiscal year ending June 30, 2011. Both the CAFR and PAFR reports present the financial results of the fiscal year, upholding transparency and accountability in the use of public funds.
- Completed external quality assessment of internal audit procedures, which is required every five years to demonstrate compliance with auditing standards. The County received the highest possible rating from the Institute of Internal Auditors.

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

2011-12 Anticipated Accomplishments

Required Discipline – Accountability, Transparency and Ethical Conduct

- Submitted 100% (1,700) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Processed 90% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment. The goal of 100% was not

Required Discipline – Regional Leadership

- Received the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2010.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the County's CAFR for the fiscal year ending June 30, 2011.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the two-year 2011-13 Operational Plan.
- Received the GFOA Award for Outstanding Achievement in Popular Financial Reporting for the County's Popular Annual Financial Report (PAFR) for the fiscal year ending June 30, 2010.

Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office continued the implementation of the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Completed the upgrade of Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, implemented improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Completed the implementation of Oracle Fusion Middleware, which integrates with Enterprise Resource Planning (ERP) systems for interfaces and custom developments, and Oracle Business Intelligence with a Data Warehouse, which allows reporting from various ERP systems. These tie in with the Oracle Upgrade and provide the foundation to grow. All three projects were completed within the original budget and schedule.
- Completed documentation of requirements for the upgrade or replacement of the County's Budget Reporting Analysis and Support System (BRASS). Documentation of requirements was necessary to properly define the scope of effort and total cost of the project.

Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (Moody's Investor Service), AAA (Standard & Poor's), and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Actual General Purpose Revenue received was 1.16% greater than the budgeted General Purpose Revenue, which met the target that the variance be no greater

than 2.5% of the actual revenue received. Maintaining accurate projections improves the County's ability to allocate limited resources.

- Identified current and future revenue, as well as cost and cash flow trends, in order to facilitate the allocation of limited resources to San Diego County business Groups and departments.

2012-14 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources.
- Meet the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures that the County avoids penalties associated with excessive TRANs borrowing.

Required Discipline for Excellence – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2011.
- Continue to apply for recognitions through the Government Finance Officers Association – Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report, the Award for Outstanding Achievement in Popular Annual Financial Reporting for the Popular Annual Financial Report, and the Distinguished Budget Presentation Award.



Required Discipline for Excellence – Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the development and implementation of the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Initiate the upgrade of the County's budget application. The upgrade of this application, which supports the County's overall budget development process, will ensure continued support of this key application.
- Document requirements necessary for the upgrade of Revenue and Recovery's Cashiering and Cash Management System to create an online payment portal for

the collection of all county debt and improve compliance with the State's best practices as prescribed in Penal Code §1463.007.

Required Discipline for Excellence – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.

Related Links

For additional information about the Auditor and Controller, refer to the website at <http://www.sdcountry.ca.gov/auditor/>.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Planning – Project General Purpose Revenue ¹ accurately – Variance in actual General Purpose Revenue compared to budget	2.1%	2.5%	1.16%	2.5%	2.5%
Planning – Meet the arbitrage ² limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs) ³	YES	YES	YES	YES	YES
Processing – County payments processed within five days of receipt of invoice in Accounts Payable ⁴	94% of 156,101	100%	90% of 156,000	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,668	100%	100% of 1,700	100%	100%
Auditing – Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date ⁵	99% of 184	95%	97% 219 of 225	95%	95%

Table Notes

¹ General Purpose Revenue (GPR) represented approximately 25.8% of the General Fund financing sources in Fiscal Year 2011-12. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax and miscellaneous other sources. GPR is an integral component of the County's overall budget as the County has the most discretion in its use. Therefore, it is essential to maintain accurate forecasts of this revenue.

² Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

³ This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

⁴ The County payments processed within 5 days of receipt of invoice in Accounts Payable was below the target of 100%, due to validation delays associated with the Oracle upgrade, which resulted in delays in invoice approvals.

⁵ Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.



Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 1.00 staff year and transfers among programs to accommodate increasing workloads in redevelopment dissolution activities and to restore one previously deleted position in Central Payroll to meet projected needs.

Expenditures

Increase of \$2.8 million.

- Salaries and Benefits — increase of \$0.3 million reflects negotiated labor agreements, increases in County retirement contributions and the costs associated with the additional staff year noted above.
- Services and Supplies — increase of \$2.5 million primarily as a result of one-time costs associated with the upgrades to the County's budget system and the County's Accounts Payable imaging system.

Revenues

Increase of \$2.8 million.

- Charges For Current Services – increase of \$0.1 million as a result of additional reimbursable services related to the administration of redevelopment tax revenue.
- Use of Fund Balance — increase of \$1.9 million for a total budget of \$2.3 million to fund the upgrade of the County's budget system and the County's Accounts Payable imaging system.
- General Purpose Revenue Allocation — increase of \$0.8 million primarily for salary and benefit costs associated with the additional staff year, an increase in County retirement contributions, and negotiated labor agreements.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of \$1.6 million is primarily the result of reductions in Services and Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2012-13 and decreased revenue associated with external department overhead payments (A-87). These reductions are partially offset by increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Audits	15.00	15.00	15.00	0.0	15.00
Office of Financial Planning	13.00	13.00	13.00	0.0	13.00
Controller Division	96.00	96.00	98.00	2.1	98.00
Revenue and Recovery	92.00	92.00	92.00	0.0	92.00
Administration	18.50	18.50	17.50	(5.4)	17.50
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
Total	245.50	245.50	246.50	0.4	246.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Audits	\$ 2,497,900	\$ 2,501,686	\$ 2,498,477	(0.1)	\$ 2,556,910
Office of Financial Planning	2,237,929	2,263,693	3,796,072	67.7	2,365,699
Controller Division	11,100,539	11,172,215	11,350,330	1.6	11,660,807
Revenue and Recovery	9,501,846	9,326,856	8,995,646	(3.6)	9,134,403
Administration	2,727,615	2,579,233	2,888,545	12.0	2,948,634
Information Technology Mgmt Services	5,773,956	6,139,963	7,223,485	17.6	6,491,067
Total	\$ 33,839,785	\$ 33,983,646	\$ 36,752,555	8.1	\$ 35,157,520

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 23,319,443	\$ 23,672,973	\$ 23,968,755	1.2	\$ 24,765,545
Services & Supplies	10,520,342	10,309,673	12,782,800	24.0	10,390,975
Other Charges	—	1,000	1,000	0.0	1,000
Total	\$ 33,839,785	\$ 33,983,646	\$ 36,752,555	8.1	\$ 35,157,520

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	\$ 33,278	\$ 36,325	\$ 70,970	95.4	\$ 70,970
Charges For Current Services	6,638,145	6,643,874	6,722,110	1.2	6,542,523
Miscellaneous Revenues	454,867	157,688	157,688	0.0	157,688
Use of Fund Balance	—	348,196	2,250,000	546.2	—
General Purpose Revenue Allocation	26,713,495	26,797,563	27,551,787	2.8	28,386,339
Total	\$ 33,839,785	\$ 33,983,646	\$ 36,752,555	8.1	\$ 35,157,520



County Technology Office

Department Description

The County Technology Office (CTO) provides a full range of information technology (IT) services for County of San Diego (County) employees and residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.

Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

2011-12 Anticipated Accomplishments

Required Discipline – Information Technology

- Developed a County IT Risk Assessment Manual that is being used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle. This manual includes guidelines for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.
- The Identity and Access Management (IDAM) roadmap was completed in February 2012. The roadmap outlines numerous initiatives and projects needed to build a highly mature IDAM infrastructure. Plans and budgets were completed and the initial projects launched in May 2012. In addition, the County SharePoint infrastructure was updated to the 2010 platform enabling a highly technical and stable solution for County collaboration efforts. The follow-on extranet project was also completed and will facilitate public collaboration with the County through a safe and secure infrastructure.
- The software standard for this year is set as Windows 7. This has enabled the CTO to focus on deploying Windows 7 through the Desktop Refresh Project, as well as through the use of the Critical Milestone process to create a formal project deploying distribution tools and an overall completion target of June 2013.
- Opportunities were identified to leverage new technologies such as the Self Service User Portal launch with the InSite intranet site enabling County end users to research IT related knowledge bases and reset their end user passwords.



- To support Mobile Device Management, the Mobility roadmap was completed in May 2012. The roadmap outlined several immediate infrastructure needs that the County should implement in order to enable a more mobile workforce. The advent of the iPad and other consumer-type products being used by County end users initiated the need to accelerate the Mobile Device Management platform.

Required Discipline – Customer Satisfaction

- Using the results of the 2010 IT customer satisfaction surveys, targeted research studies were conducted to understand specific opportunities for improvement, and strategies were developed for improving satisfaction as measured by the survey.
- Developed a feedback process to leverage existing project closedown procedures, and used business cases from the Information Technology Improvements Needs Assessment and Application Rationalization processes, with mechanism for base-lining expected business results for IT projects. This effort will extend into next fiscal year when the CTO will pilot the process.
- Improved customer satisfaction by implementing a new procedure for resolving IT disputes within 60 days of dispute initiation.

Required Discipline – Fiscal Stability

- To shorten software development time, methodologies were extended to include Agile Development processes, which involve a high degree of collaboration and iterative development for requirements and system functionality. Sure Step is one agile process that has been implemented to be used with Microsoft Dynamics

Customer Relationship Management. Sure Step has also been evaluated to determine its fit with other areas, such as SharePoint development.

- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

Required Discipline – Continuous Improvement

- Established the IT Project Management Office (ITPMO) website as the primary location for project coordination, project status, standard templates library, and general information about project management processes. The ITPMO site will be used as a foundation for CTO communications and training with respect to the implementation of the HP Enterprise Services' (HPES) Project Portfolio Management (PPM) system.
- Institutionalized a Gate Review Process for all applications projects and significantly improved the quality of project deliverables. This process involves dividing the project into defined phases and each phase ends with a detailed review of deliverables to ensure that we are ready to proceed to the next phase with an acceptable level of performance risk. The standard procedure for the process has been approved and implemented.
- Identified and implemented controls to provide timely and predictable service delivery by performing the desktop refresh process, which improved end user communication, software pre-installation planning, County purchased software handling, end user education on data storage and authorized software installation. Identified a gap in Minimum Acceptable Service Level (MASL) recording of aged Install, Move, Add, Remove (IMAR) and Break/Fix tickets and established process improvements to prevent prolonged issues/requests.
- Provided project oversight and management for design, development, and implementation of the Integrated Property Tax System, which will replace more than 40 aging applications used by the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and Auditor and Controller to determine, collect and apportion property taxes.

2012-14 Objectives

Required Discipline for Excellence – Information Services

- Complete the project of upgrading the operating system software to Windows 7 on all County desktop and laptop workstations by June 30, 2013.
- The County mobility roadmap was completed in May 2011 and outlined a strategy that enables County employees to become “un-plugged” – a critical component of the Government Without Walls vision. CTO will develop and deploy Mobile Enterprise Application Platform (MEAP) to facilitate the development and deployment of mobile applications on or before December 31, 2012.
- Deploy technologies that will enable vendors, customers and County employees to seamlessly, efficiently and securely collaborate online and provide for a wide variety of services.
- Revise and update the IT standards and IT toolkit that are used to develop online applications and services to ensure that the new online capabilities are optimized for use on all types of devices, including traditional desktop computers, tablet devices, and smart phones.
- In partnership with the Health and Human Services Agency, implement a feasibility study for the Knowledge Integration Project, which will create a method of sharing information across business groups throughout the County.
- The County IDAM roadmap was completed in February 2012 and outlined a direction to deliver highly mature identity management initiatives to County business applications, including the identification of external citizens requiring online services. The CTO will develop and deliver a series of projects over the next two years that will enhance access management, improve user lifecycle management, optimize user repositories (reduced to single sign-on), and automate management reporting, auditing and monitoring.
- Develop and deploy an internal, private cloud within the County data centers based on virtual technologies already in place. This new cloud strategy (applicable only to certain applications) will provide a new billing model based on usage or “pay as you go”.



Required Discipline for Excellence – Customer Satisfaction

- Utilizing the results of the 2011 IT Customer Satisfaction Surveys (including All County and IT Management Surveys), CTO will conduct targeted research to determine specific opportunities for continuous improvement, develop strategies for implementing improvement activities, and advance satisfaction in key focus areas.
- Develop a feedback process to assess how well infrastructure and applications projects meet the needs of County departments. Assess the extent to which the solution was working for them, and determine whether the projects achieved the results they expected.
- Provide a comprehensive plan and infrastructure to allow the County to securely manage a wide variety of mobile devices for use by County employees (Bring Your Own Device/Technology concept), as well as establish the platform from which mobile applications can be developed and hosted. This will eliminate the need of carrying two mobile devices -- one for their personal use and one for work.

Required Discipline for Excellence – Fiscal Stability

- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be benchmarked and analyzed for best value to the County to provide a fair and reasonable price.
- Update IT cost management system (Chargeback) to improve efficiencies in monitoring and reporting IT costs to County users.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Complete the implementation of Project Portfolio Management software (PPM), an HPES solution for managing all aspects of Information Technology projects, including status reporting, issues management, risk management and time reporting.

- Complete the implementation of Application Lifecycle Management (ALM) software, an HPES solution for managing applications through development, testing and implementation.
- Implement future phases of the Service Manager application to modernize the tools and services used within the County. This will provide a more efficient way of performing required business functions used to deliver services to constituents. These future phases may include improvements to the existing asset management, help desk, configuration and release management tools.
- Develop a retirement roadmap and any necessary evaluation tools to assist departments with retiring business applications. For example, as a result of the recent Application Rationalization project, the CTO identified several applications that have fewer than 10 users and are over 10 years old. Many of these applications have minimal business value and can be expensive to maintain due to outdated technology.

Required Discipline for Excellence – Regional Leadership

- Provide regional and national leadership through participation on advisory boards and speaking engagements.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Provide employees and community members with IT learning opportunities via vendor fairs and IT education days.

Related Links

For additional information about the CTO, refer to the website at <http://www.sdcounty.ca.gov/cto/>.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Customer Satisfaction with Outsourcing Contractor Services ¹	N/A	65%	73%	68%	75%
Reduction of overall unresolved IT disputes with a minimum reduction of 10% ²	20%	15%	14%	14%	14%
IT initiatives resulting from CTO-driven advanced planning ³	3	3	3	3	3
Upgrade to Microsoft Windows 7 operating system ⁴	N/A	90%	90%	100%	N/A

Table Notes

¹ Reflects the satisfaction with Contractor Support Services as measured by the annual All County IT Customer Satisfaction survey. The national average rating is based on a database comparison of similar studies as reported by Gartner Inc.

² Fiscal Year 2011-12 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2012-13.

³ CTO-driven advanced planning initiatives such as Email Archiving, Justice Electronic Library System (JELS) and conversion to SharePoint for the County intranet were implemented into the County IT environment through infrastructure projects.

⁴ Annual number of computer desktops refreshed will be used as the baseline. Project to be completed by 2013.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

- Net increase of \$1.5 million in the County Technology Office's operating budget.
 - Salaries and Benefits — no significant change.
 - Services and Supplies — increase of \$1.5 million primarily as a result of an increase in one-time IT projects from prior year. Planned projects include an upgrade/replacement of the County's IT billing system, Desktop Virtualization, SharePoint environment enhancements, Electronic Approval system enhancements, IDAM, MEAP, and Master Data Man-

agement and Exchange. A portion of the increase will address coordination of enterprise data management strategies.

- Net increase of \$12.7 million in the Information Technology Internal Service Fund (ISF) based on information technology expenditures projected by all County departments, including proposed one-time projects and ongoing costs for upgrade to Documentum version 6.7; upgrades to the County's budgeting system and the XenDocs image system; and increases in various IT accounts to accommodate negotiated increases in IT ISF rates.

Revenues

- Net increase of \$1.5 million in the County Technology Office's operating budget.
 - Use of Fund Balance — increase of \$0.6 million for a total of \$3.2 million. One-time funding is for IT projects described above.



- General Purpose Revenue Allocation — increase of \$0.8 million as a result of increases in ongoing expenses such as the County Intranet site (InSite) support, Internet 3rd Party Support, SharePoint support, transformation costs for ALM, PPM and Application Rationalization projects, and coordination of enterprise data management strategies.
- Net increase of \$12.7 million in the Information Technology ISF.
- Charges for Current Services — increase is based on information technology expenditures projected by all County departments. Each department is billed for IT services on a monthly basis.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Total expenditures decrease by \$17.0 million primarily as a result of a decrease of \$16.4 million in the Information Technology ISF due to anticipated completion of one-time IT projects and projected decreases in IT services required by various County departments. A \$0.6 million reduction exists in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives such as IDAM, MEAP, and Master Data Management and Exchange.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
CTO Office	16.00	16.00	16.00	0.0	16.00
Total	16.00	16.00	16.00	0.0	16.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
CTO Office	\$ 12,248,422	\$ 9,251,411	\$ 10,750,954	16.2	\$ 10,113,400
Information Technology Internal Service Fund	127,662,365	127,670,508	140,380,086	10.0	124,026,342
Total	\$ 139,910,787	\$ 136,921,919	\$ 151,131,040	10.4	\$ 134,139,742

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 2,761,609	\$ 2,871,096	\$ 2,874,638	0.1	\$ 2,962,084
Services & Supplies	135,289,178	134,050,823	148,256,402	10.6	131,177,658
Total	\$ 139,910,787	\$ 136,921,919	\$ 151,131,040	10.4	\$ 134,139,742

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	\$ 3,880	\$ 13,126	\$ 10,233	(22.0)	\$ 10,233
Charges For Current Services	124,368,865	123,859,700	136,653,629	10.3	120,114,935
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	3,689,471	4,454,688	4,448,765	(0.1)	4,633,715
Use of Fund Balance	6,050,000	2,549,381	3,150,400	23.6	2,325,400
General Purpose Revenue Allocation	5,698,571	5,945,024	6,768,013	13.8	6,955,459
Total	\$ 139,910,787	\$ 136,921,919	\$ 151,131,040	10.4	\$ 134,139,742



Civil Service Commission

Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

2011-12 Anticipated Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 95%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations, and the public, related to human resources matters.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolved 57% (17 of 30) of personnel disputes without the need for a full evidentiary hearing, resulting in time and cost savings.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Participated in ongoing training in areas of human resources, technology, workplace safety, professional development, conflict resolution, energy conservation, terrorism awareness and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- All Commission employees established personal development plans and completed at least one training to improve skills and assist in the growth of County knowledge workers.



Required Discipline – Accountability, Transparency and Ethical Conduct

- Ensured decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Distributed 100% (18) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

Required Discipline – Continuous Improvement

- Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.
- Improved method of collecting and marking exhibits at civil service hearings, resulting in a more efficient use of time and enhances access to relevant information for hearing officer.
- Reviewed and updated all Civil Service Commission policies in the Chief Administrative Officer's Administrative Manual in order to reflect current practice and law.
- Jointly updated, with the Department of Human Resources, Civil Service Rule IV, *Certification and Appointments*, and the procedure for handling appeals of psychological examinations in order to comply with recent changes in the law.

- Improved management of electronic case files in order to achieve greater efficiency and ease in compliance with record retention policy.
- Established use of numbers rather than names to identify new cases on Commission public meeting agendas in order to be up-to-date with current practice in handling personnel matters.

2012-14 Objectives

Required Discipline for Excellence – Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above.
- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
- Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Participate in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

Related Links

For additional information about the Civil Service Commission, refer to the website at <http://www.sdcounty.ca.gov/civilservice/>.



Performance Measures

	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Positive customer satisfaction rating	95%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing ¹	55% of 29	55%	57% of 30	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 18	95%	100% of 18	95%	95%

Table Notes

1 Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Minor increase in expenditures primarily as a result of an increase in public liability insurance premiums.

Revenues

Minor increase in General Purpose Revenue primarily to cover increase in expenditures described above.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

No significant changes.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Total	4.00	4.00	4.00	0.0	4.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Civil Service Commission	\$ 558,294	\$ 568,229	\$ 586,695	3.2	\$ 601,143
Total	\$ 558,294	\$ 568,229	\$ 586,695	3.2	\$ 601,143

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 503,308	\$ 514,988	\$ 517,158	0.4	\$ 531,606
Services & Supplies	54,986	53,241	69,537	30.6	69,537
Total	\$ 558,294	\$ 568,229	\$ 586,695	3.2	\$ 601,143

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	\$ 53,720	\$ 57,201	\$ 51,151	(10.6)	\$ 51,151
Use of Fund Balance	—	8,760	—	(100.0)	—
General Purpose Revenue Allocation	504,574	502,268	535,544	6.6	549,992
Total	\$ 558,294	\$ 568,229	\$ 586,695	3.2	\$ 601,143



Clerk of the Board of Supervisors

Department Description

The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board of Supervisors General Office and manages the Board of Supervisors' budgets. Three program areas are included within the department: Executive Office, Public Services and Legislative Services.

In 2011, the responsibility for maintaining the County Administration Center complex was transferred from the Clerk of the Board of Supervisors to the Department of General Services. This change is reflected in the Clerk of the Board of Supervisors' Operational Plan as a reduction in funding and staff years. Additionally, objectives related to the maintenance of the County Administration Center complex have been removed.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2011-12 Anticipated Accomplishments

Strategic Initiative – Environment

- Reduced paper usage and enhanced communication by implementing paperless referrals, replacing hard copy memos with email communications.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Conducted a comprehensive review of the department's cash handling processes and implemented all recommendations to ensure that adequate controls are in place to protect the staff and customers and safeguard public funds.



- Processed 18,720 property tax assessment appeal applications representing over 32,000 parcels quickly and accurately, ensuring the efficiency and integrity of the appeal process.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Customer Satisfaction

- Surveyed over 6,400 customers and received consistently excellent feedback, ensuring that the residents of the San Diego region are satisfied with the department's services.

2012-14 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensure the efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications quickly and accurately.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of over 2,000 customers.
- Provide opportunities to San Diego residents by processing and mailing 100% of completed United States Passport applications on the same day they are received.

Related Links

For additional information about the Clerk of the Board of

Supervisors, refer to the following website:

<http://www.sdcountry.ca.gov/cob/>.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Average score on internal customer surveys ¹	4.9 of 6,427 surveys	4.9	4.9 of 6,463 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	95% of 15,203 applications	92%	98% of 18,720 applications	92%	92%
CAC Facilities Services preventative maintenance work orders completed as scheduled	100% of 1,315 work orders	98%	N/A ³	N/A ³	N/A ³
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 41 recordings	100%	100% of 40 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received ⁴	N/A	N/A	N/A	100%	100%

Table Notes

¹ Scale of 1-5, with 5 being "excellent."

² During Fiscal Year 2011-12, total applications received were 18,720. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

³ This measure is no longer being tracked by the Clerk of the Board of Supervisors. The responsibility for Facilities Services at the County Administration Center was transferred to the Department of General Services earlier in the fiscal year.

⁴ New measure effective Fiscal Year 2012-13 to reflect department priorities.



Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Decrease of 9.00 staff years due to the transfer of facility management responsibilities for the County Administration Center from the Clerk of the Board of Supervisors to the Department of General Services (DGS).

Expenditures

Decrease of \$3.2 million.

- Salaries and Benefits — decrease of \$0.8 million due a decrease in staff years related to the transfer of facility management responsibilities for the County Administration Center from the Clerk of the Board of Supervisors to the Department of General Services.
- Services and Supplies — decrease of \$2.4 million due to the transfer of management responsibilities for the County Administration Center from the Clerk of the Board of Supervisors to DGS.

Revenues

Net decrease of \$3.2 million.

- Revenue from Use of Money & Property — decrease of \$0.1 million in rents and concessions related to the management of the County Administration Center complex due to the transfer of this responsibility to DGS.

- Charges for Current Services — increase of \$0.2 million due to increased revenue from passport application and photo services.
- Use of Fund Balance — decrease of \$0.28 million due to the elimination of \$0.05 million prior year one-time funds for negotiated one-time labor agreement and \$0.23 million for potential County Administration Center major maintenance projects. There are no planned uses of fund balance proposed for Fiscal Year 2012-13.
- General Purpose Revenue Allocation — decrease of \$3.0 million due primarily to the transfer of County Administration Center facility management responsibilities to DGS. DGS has established a Memorandum of Agreement (MOA) with the Finance & General Government Group Executive Office for provision of these services, which will be funded primarily by the shift of general purpose revenue allocations to the Executive Office.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of \$0.1 million in Salaries and Benefits primarily due to an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Legislative Services	11.00	11.00	12.00	9.1	12.00
CAC Facilities Services	10.00	9.00	—	(100.0)	—
Public Services	11.00	11.00	12.00	9.1	12.00
Executive Office	5.00	5.00	3.00	(40.0)	3.00
Total	37.00	36.00	27.00	(25.0)	27.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Legislative Services	\$ 1,039,619	\$ 1,109,960	\$ 1,290,193	16.2	\$ 1,319,869
CAC Facilities Services	3,157,603	3,091,939	—	(100.0)	—
Public Services	1,003,241	1,047,168	1,153,991	10.2	1,196,020
Executive Office	875,182	969,122	835,426	(13.8)	850,143
CAC Major Maintenance	305,000	240,000	—	(100.0)	—
Total	\$ 6,380,645	\$ 6,458,189	\$ 3,279,610	(49.2)	\$ 3,366,032

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 3,368,258	\$ 3,408,475	\$ 2,642,411	(22.5)	\$ 2,729,185
Services & Supplies	3,012,387	3,049,714	637,199	(79.1)	636,847
Total	\$ 6,380,645	\$ 6,458,189	\$ 3,279,610	(49.2)	\$ 3,366,032

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	\$ 95,000	\$ 60,000	\$ —	(100.0)	\$ —
Charges For Current Services	305,800	428,309	595,800	39.1	595,800
Miscellaneous Revenues	12,185	12,085	5,085	(57.9)	5,085
Use of Fund Balance	295,000	278,087	—	(100.0)	—
General Purpose Revenue Allocation	5,672,660	5,679,708	2,678,725	(52.8)	2,765,147
Total	\$ 6,380,645	\$ 6,458,189	\$ 3,279,610	(49.2)	\$ 3,366,032



County Counsel

Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

Mission Statement

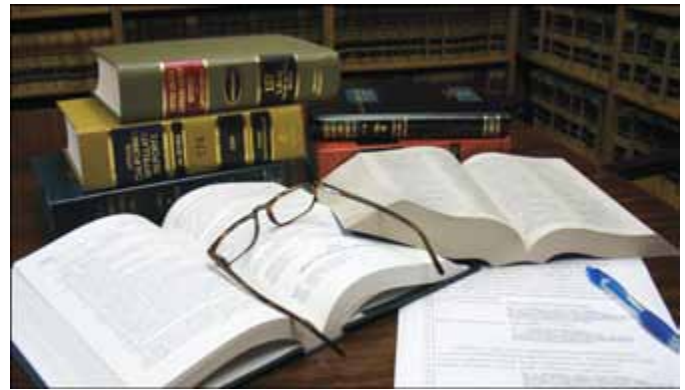
To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2011-12 Anticipated Accomplishments

Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevailed in 96% (49 of 51) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 100% (7 cases) in County code enforcement and other lawsuits where the County was the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 100% (59 cases) of the defense of all lawsuits filed in California against the County, excluding conflict of interest cases requiring outside counsel, thereby reducing outside counsel costs to the County and taxpayers.



Required Discipline – Customer Satisfaction

County Counsel provided quality, accurate, effective and timely legal advice to all County departments enabling them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Completed 100% (17) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 99% (576 of 579) of all advisory assignments for County departments by the agreed upon due dates.
- Continued County Counsel law student internship program (10 interns) to provide quality service to clients.

Required Discipline – Regional Leadership

County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, which provided positive and constructive influences in the professional practice of law in the region.

- Maintained significant involvement in the activities of 18 regional organizations and committees.

Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees in support of a committed, capable and diverse workforce.

- Provided 50 education programs on selected legal subjects for County departments.
- Provided 50 specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, to promote risk management and to decrease future legal liability.

- Provided 24 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continued to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline – Information Technology

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Implemented the use of a document repository to allow efficient electronic retrieval of court briefs, legal indexed opinions, closed session letters, and settlement committee minutes and related documents.
- Continued toward the transition to a new Web-based office practice management system, which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Improved the County Counsel intranet site by providing legal links and current pertinent information which support client departments.
- Enhanced the department's Internet site by offering the public the option of downloading claim forms, which offers immediate customer satisfaction and reduces costs related to mailing forms to requesting parties.
- Continued to expand the use of available mobile technologies and also increased efficiency by allowing staff to utilize a system which provides for telephonic court appearances and which thereby reduces travel time.

2012-14 Objectives

Required Discipline for Excellence – Customer Satisfaction

County Counsel will provide quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 95% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 90% or more of all advisory assignments for County departments by the agreed upon due dates.

- Continue County Counsel law student internship program to provide quality service to clients.

Required Discipline for Excellence – Fiscal Stability

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.
- Prevail in 90% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 90% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Strategic Initiative – Healthy Families

- County Counsel will provide effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.
- Prevail in 95% or more Juvenile Dependency petitions filed in Superior Court.
- Prevail in 95% or more in Juvenile Dependency appeals and writs filed.

Strategic Initiative – Sustainable Environments

County Counsel will support the County's objective of promoting responsible development, economic vitality and the highest quality of life.

- Complete 90% of all draft Environmental Impact Report reviews within 40 days or less.

Required Discipline for Excellence – Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 15 regional organizations and committees.



Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provide 50 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline for Excellence – Information Services

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Implement the use of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents. This centralized repository will be shared by multiple departments (including San Diego Superior Court and HHSA's Child

Welfare Services) and will result in an efficient electronic retrieval process, eliminating the need for paper documents.

- Complete the transition to a new Web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Improve the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which could support client departments.
- Continue to expand use of available mobile technologies, such as implementing Web-based solutions or increasing the use of mobile computing to increase efficiencies.
- Implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes. This technology will create a bidirectional data feed into the County's Oracle Financial system, and will provide efficiencies in data entry and reconciliation.

Related Links

For additional information about County Counsel, refer to the website at <http://www.sdcounty.ca.gov/CountyCounsel/>.



Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Advisory assignments for Board of Supervisors to be completed by the due date	100% (29 assignments)	95%	100% (17 assignments)	95%	95%
Advisory assignments for all departments completed by the due date	98% (1,520 of 1,552 assignments)	80%	99% (576 of 579 assignments)	90%	90%
Resolved cases filed against the County by court decision or dismissal / settlements	N/A	N/A	N/A	80% / 20%	80% / 20%
Resolved court cases filed against the County in which County will prevail (County success rate)	92% (76-7 record)	90%	96% (49-2 record)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	100% (105 cases)	95%	100% (59 cases)	95%	95%
Success rate in County cases against other parties	100% (15 cases)	85%	100% (7 cases)	90%	90%
Number of training programs presented by County Counsel	67	30	50 ¹	50 ²	50 ²
Number of risk mitigation education sessions provided by County Counsel	76	50	50 ¹	50	50
Draft Environmental Impact Report reviews completed within 40 days or less ³	N/A	N/A	N/A	90%	90%
Success rate in Juvenile Dependency petitions filed in Superior Court ³	N/A	N/A	N/A	95%	95%
Success rate in Juvenile Dependency appeals and writs filed ³	N/A	N/A	N/A	95%	95%

Table Notes

¹ County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County.

² Increase in training programs necessitated by liability exposure related to Public Safety Realignment, notwithstanding County Counsel staff reductions.

³ New measure effective Fiscal Year 2012-13 to reflect department priorities.



Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net increase of \$0.6 million.

- Salaries and Benefits — increase of \$0.1 million primarily due to an increase in County retirement contributions and a one-time increase in personnel retirement costs.
- Services and Supplies — increase of \$0.4 million due to anticipated increases in information technology costs associated with departmental Government Without Walls program.
- Expenditure Transfer & Reimbursements — decrease of \$0.05 million in staffing expenditures transferred to client departments due to shift of staff legal services to address landfill matters, which will be reimbursed as a billable service instead. The reduction of staffing expenditures transferred to client departments effectively increases total expenditures, which will be offset by billing revenue.

Revenues

Net increase of \$0.6 million.

- Charges for Current Services — increase of \$0.4 million due to increases to project workloads.
- Miscellaneous Revenues — decrease of \$0.2 million due to the return of normal ongoing anticipated recovered expenditures.
- Use of Fund Balance — increase of \$0.3 million for a total budget of \$0.5 million to fund one-time information technology projects, including replacement of the department's existing case management, and for one-time personnel retirement costs.
- General Purpose Revenue Allocation — increase of \$0.10 million based on increases to ongoing overall program costs.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of \$0.10 million due to negotiated benefit increases as well as increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Counsel	135.00	135.00	135.00	0.0	135.00
Total	135.00	135.00	135.00	0.0	135.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Counsel	\$ 22,554,021	\$ 22,361,077	\$ 22,935,440	2.6	\$ 23,031,595
Total	\$ 22,554,021	\$ 22,361,077	\$ 22,935,440	2.6	\$ 23,031,595

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 21,328,515	\$ 21,574,801	\$ 21,685,045	0.5	\$ 22,144,126
Services & Supplies	1,365,006	1,499,346	1,912,597	27.6	1,568,875
Expenditure Transfer & Reimbursements	(739,500)	(713,070)	(662,202)	(7.1)	(681,406)
Total	\$ 22,554,021	\$ 22,361,077	\$ 22,935,440	2.6	\$ 23,031,595

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	\$ 10,549,408	\$ 9,955,485	\$ 10,330,313	3.8	\$ 10,583,882
Miscellaneous Revenues	60,000	225,109	8,500	(96.2)	23,500
Use of Fund Balance	655,000	193,984	504,923	160.3	—
General Purpose Revenue Allocation	11,289,613	11,986,499	12,091,704	0.9	12,424,213
Total	\$ 22,554,021	\$ 22,361,077	\$ 22,935,440	2.6	\$ 23,031,595



San Diego County Grand Jury

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

Mission Statement

Representing the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 106 citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury.
- Returned 121 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2012-14 Objectives

Strategic Initiative – Safe Communities

- Review, prioritize and investigate all citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a



well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.

- Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

Related Links

For additional information about the Grand Jury, refer to the website at <http://www.sdcountry.ca.gov/grandjury/>.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Minor decrease in Services and Supplies related to completion of one-time prior year expenditure for carpet replacement.

Revenues

- Minor decrease in Use of Fund Balance due to completion of carpet replacement described above.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

No significant changes.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
Total	1.00	1.00	1.00	0.0	1.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Grand Jury	\$ 580,076	\$ 601,232	\$ 588,080	(2.2)	\$ 591,003
Total	\$ 580,076	\$ 601,232	\$ 588,080	(2.2)	\$ 591,003

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 115,471	\$ 113,686	\$ 122,528	7.8	\$ 125,451
Services & Supplies	464,605	487,546	465,552	(4.5)	465,552
Total	\$ 580,076	\$ 601,232	\$ 588,080	(2.2)	\$ 591,003

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Use of Fund Balance	\$ —	\$ 21,595	\$ —	(100.0)	\$ —
General Purpose Revenue Allocation	580,076	579,637	588,080	1.5	591,003
Total	\$ 580,076	\$ 601,232	\$ 588,080	(2.2)	\$ 591,003



Human Resources

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities are diverse, including classification, compensation, recruitment and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities, including Workers' Compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.

Mission Statement

To provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

2011-12 Anticipated Accomplishments

Required Discipline – Fiscal Stability

- Negotiated a fiscally prudent Memorandum of Agreement with the Crafts Unit and a successor Memorandum of Understanding agreement for the In-Home Supportive Services Public Authority.

Required Discipline – Information Technology

- The project to implement online testing of applicants through the NeoGov vendor has been cancelled. Vendor delays and further consideration of the project's cost benefit analysis has made this project no longer feasible.
- Utilized the applicant self-scheduling interview feature in the NeoGov system, which is an online applicant tracking system, for high volume recruitments in 50% of County departments.
- Conducted a feasibility study on converting Workers' Compensation paper case files to electronic form to enhance file security, enable more efficient sharing of data with authorized personnel who require file access, and to reduce costs associated with the storage and production of paper files.



Required Discipline – Skilled, Adaptable and Diverse Workforce

- Implemented Sexual Harassment Prevention training for Supervisors online to ensure compliance with Assembly Bill (AB) 1825, *Sexual Harassment: Training and Education*, and worked closely with the Training and Development community for completion among all supervisors by June 30, 2012. Program rolled out to supervisors in October 2011.
- In support of the Government Without Walls initiative, developed a Web-based training for supervisors to manage their employees that are working offsite. Program rolled out to employees in July 2011.
- Provided transition services to employees during workforce reduction periods to minimize the impact of layoffs prior to October 2011.
- Maintained a high quality workforce by adhering to 99% (396 of 400) of established timelines for recruitment of County employees.
- Provided departments with positions that match their staffing needs by completing 100% (150 of 150) of classification activity requests by established timelines.
- Successfully implemented the Mentor Partnership Program to aid departments in succession planning and develop leadership talent in the County workforce.
- Implemented a redesigned Supervisor Academy in order to provide a new innovative workshop-based learning experience for supervisors throughout the County. Program rolled out in January 2012.

Strategic Initiative – Kids

- Launched an exciting new Employee Wellness Program designed to help County employees in making healthy choices to reduce their personal health risk factors.

Required Discipline – Continuous Improvement

- The goal to develop and implement an automated “On-Boarding” application now has a new target completion date of June 2013. In-house application solutions proved to be cost prohibitive. As a result, the department will explore using outside vendors, which has extended the target completion date.
- Developed and implemented Leave of Absence presentations to employees via Webcasts from their computers, to avoid travel expenses and to maximize efficiencies.
- Extended the existing Employee Benefits Broker and Consultant Services contract through December 2013.
- Redesigned the Sheriff’s Cadet recruitment process to expedite the processing of quality candidates. The new process has resulted in a 354% decrease in the amount of time between the candidates’ completion of the initial application and the final background verification.

2012-14 Objectives

Required Discipline for Excellence – Continuous Improvement and Innovation

- Develop and implement an automated “On-Boarding” application to integrate and engage new employees into the County work environment from onset of employment offer through their first year of employment, by June 2013.
- Design and develop a system to track the electronic routing and approval of classification activity requests in order to streamline the process and provide enhanced tracking capabilities.
- Competitively procure a Medical Provider for the Workers’ Compensation and Medical Standards Program contracts by September 2012; an Investigative Services contract for Workers’ Compensation by August 2012; a Managed Care Services contract for Workers’ Compensation by July 2012 and an Employee Benefits Broker and Consultant Services Contract by January 2014.

Strategic Initiative – Healthy Families

- Develop and implement the second and third year Employee Wellness Program components and maintain a respective 10% and 15% employee program participation rate.

Required Discipline for Excellence – Information Services

- Develop and implement an upgrade to the County’s core Human Resources software application to improve operational efficiency in personnel record management, by December 2014.
- Convert existing Procurement Card (P-Card) classroom training content into Web-based materials and resources for all P-Card holders and approvers by June 30, 2013.
- Convert Workers’ Compensation paper case files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with authorized personnel who require file access, and reduce costs associated with the storage and production of paper files by June 2013.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Maintain a high quality workforce by adhering to 98% of established timelines for recruitment of County employees.
- Provide departments with positions that match their staffing needs by completing 98% of classification activity requests by established timelines.
- Provide departments with assistance in creating succession plans to assist them in forecasting and preparing for future staffing needs and changes.
- Implement Sexual Harassment Prevention training for non-supervisors online to ensure Countywide completion among all employees by June 30, 2013.
- Reorganize the New Employee Orientation by June 2013 to streamline the session from a total of 8 hours to 6 hours, which will enable employees to take mandatory diversity training on the same day. This will reduce classroom time and employee travel expense by eliminating an additional day of classroom training.
- Support the training needs of the Office of Emergency Services on the Advanced Recovery Initiative by making training available to approximately 3,000 employees during Fiscal Years 2012-13 and 2013-14.

Required Discipline for Excellence – Fiscal Stability

- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 8 of 9 existing employee organizations by July 2013. Negotiate fiscally prudent successor agreement with 2 remaining bargaining units and 1 employee organization by July 2014.



- Negotiate fiscally prudent successor agreements for In-Home Support Services Public Authority.

Related Links

For additional information about the Department of Human Resources, refer to the website at <http://www.sdcountry.ca.gov/hr/>.

Performance Measures

	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Classification activity requests ¹ completed within prescribed time frame	100% of 144	98% of 150	100% of 150	98% of 150	98% of 150
Recruitment plan/service agreements/timelines met	99% of 403	98% of 200	99% of 400	98% of 400	98% of 400

Table Notes

¹ Classification Activity Requests are departmental requests to either create or modify a job classification.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Net increase of 2.00 staff years.

- Increase of 1.00 staff year due to the addition of a Wellness Coordinator to oversee and manage the Workers' Compensation Work Safe Stay Healthy and Employee Wellness Program.
- Increase of 1.00 staff year in the Human Resources Services Division due to additional support needed to meet the increasing hiring needs of the Public Safety Group.
- Reinstate 1.00 staff year from the Human Resources Services Division to Administration Division due to the reorganization of duties within the department.
- Decrease of 1.00 staff year from the Employee Benefits Division to offset the reinstated position described above.

Expenditures

Net decrease of \$0.01 million.

- Salaries and Benefits — net increase of \$0.19 million due to the additional staff years as described above and the increase in County retirement contributions, partially offset by the elimination of a prior year one-time salary adjustment.

- Services and Supplies — decrease of \$0.17 million due to a reduction of rents and lease costs associated with the relocation of the Employee Benefits and Risk Management Divisions.
- Expenditure Transfer and Reimbursements — increase of \$0.03 million in staffing expenditures transferred to other departments due to cost increases related to Background Investigation services for the Health and Human Services Agency. Since the amount transferred will be increased by \$0.03 million, it has the effect of decreasing expenditures by \$0.03 million.

Revenues

Net decrease of \$0.01 million.

- Charges for Current Services — decrease of \$0.1 million due to a decrease in external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue — increase of \$0.4 million due to the funding of salaries and benefits for a Wellness Coordinator and costs reimbursement in the Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- Use of Fund Balance — decrease of \$0.7 million for a total budget of \$0.43 million. One-time funding includes \$0.15 million for the Learning Management System database upgrade and \$0.28 million for continued funding of the Workforce Academy for Youth (WAY) program.



- General Purpose Revenue Allocation — increase of \$0.5 million due to staffing needs described above, an increase in County retirement contributions and ongoing program costs related to the Leadership training program and Employee Engagement Survey process.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of \$0.1 million, including \$0.2 million increase in Salaries and Benefits primarily for retirement contributions and \$0.3 million decrease in Services and Supplies to reflect completion of several one-time projects proposed for Fiscal Year 2012-13.



Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Department of Human Resources	110.00	112.00	114.00	1.8	114.00
Total	110.00	112.00	114.00	1.8	114.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Department of Human Resources	\$ 22,703,286	\$ 23,335,014	\$ 23,323,953	(0.0)	\$ 23,241,768
Total	\$ 22,703,286	\$ 23,335,014	\$ 23,323,953	(0.0)	\$ 23,241,768

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 12,986,237	\$ 13,335,782	\$ 13,530,728	1.5	\$ 13,705,713
Services & Supplies	9,717,049	10,151,322	9,978,773	(1.7)	9,721,603
Expenditure Transfer & Reimbursements	—	(152,090)	(185,548)	22.0	(185,548)
Total	\$ 22,703,286	\$ 23,335,014	\$ 23,323,953	(0.0)	\$ 23,241,768

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	\$ —	\$ 7,473	\$ 8,405	12.5	\$ 8,405
Charges For Current Services	1,326,283	1,761,121	1,632,228	(7.3)	1,632,228
Miscellaneous Revenues	7,151,581	6,922,664	7,303,271	5.5	7,372,961
Use of Fund Balance	865,000	1,158,290	425,000	(63.3)	—
General Purpose Revenue Allocation	13,360,422	13,485,466	13,955,049	3.5	14,228,174
Total	\$ 22,703,286	\$ 23,335,014	\$ 23,323,953	(0.0)	\$ 23,241,768



County Communications Office

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO), formerly known as the Department of Media and Public Relations, ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media messages and internal communications. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors through Web, print, broadcast and social media. As part of their duties, staff members explore emerging technologies to ensure the County continues to be able to communicate effectively with residents.

Mission Statement

To build confidence in County government by providing clear and accurate information on County programs. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Built credibility as the source of County information, both internally among County staff and externally among county residents.
 - Began the creation of easy-to-understand, complete instructions – in written form or video – that explains where and how the media and public can find information on County websites. Completed 10 videos or articles in Fiscal Year 2011-12.



Required Discipline – Accountability, Transparency and Ethical Conduct

- Created awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 190 video presentations and 9,048 news media placements.
- Worked proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
 - Kept the news site updated regularly to establish the site as a news source. Added at least one new content item (article or video) every business day within peak viewing periods for a total of 696 during Fiscal Year 2011-12.

2012-14 Objectives

Required Discipline for Excellence – Customer Satisfaction

- Build credibility as the source of County information, both internally among County staff and externally among county residents.
 - Create easy-to-understand, complete instructions – in written form or video – that explain where and how the media and public can find information on County websites. Complete 15 videos or articles in Fiscal Year 2012-13, and another 15 in Fiscal Year 2013-14.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Create awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward

of tax dollars by posting 190 video presentations in Fiscal Year 2012-13 and another 190 in Fiscal Year 2013-14.

- Work proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
 - Update the County News Center regularly to establish the site as a valid news source. Add at least one new content item (article or video) every business day for a total of 300 during Fiscal Year 2012-13, and another 310 during Fiscal Year 2013-14.
 - Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook and Twitter by 10 percent during Fiscal Year 2012-13, and an additional 10 percent during Fiscal Year 2013-14.

Strategic Initiative – Safe Communities

- Participate in at least two drills to prepare for and respond to major natural or manmade disasters impacting the San Diego County region. Provide accu-

rate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 130 content items (article or video) in support of the Strategic Initiatives and Required Disciplines during Fiscal Year 2012-13, and another 135 during Fiscal Year 2013-14.

Related Links

For additional information about the County Communications Office and/or CTN, refer to the website at <http://www.sdcounty.ca.gov/dmpr/> or <http://www.countynews-center.com/>.



Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
New presentations, programs, segments, Public Service Announcements (PSAs), Web videos and internal videos produced by CCO highlighting one or more Strategic Plan Initiatives or performance stories	184	160	190	195	200
Media placements coordinated by Communications Office staff	7,858	6,400	9,048	N/A ¹	N/A ¹
"How To" instructions created – in written form or video - that explain where and how the media and public can find information on County websites	N/A	10	10	15	15
CCO will participate in two emergency preparedness drills to test readiness	N/A	2	2	2	2
News items (article or video) posted on County News Center	N/A	260	696	300 ²	310 ²
Increase in followers of County social media sites	N/A	N/A	N/A	10% (1,055)	10% (1,160)
Articles, videos and information posted on department's intranet site ³	N/A	N/A	N/A	130	135

Table Notes

¹ To better reflect the CCO's emphasis on delivering news and information about the programs and services it provides directly to the public, media hits are no longer included as an objective, although they will continue to be tracked internally.

² News items posted on the news site County News Center are no longer limited to only peak viewing periods.

³ New measure effective Fiscal Year 2012-13.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.1 million.

- Salaries and Benefits — net increase of \$0.03 million primarily due to negotiated benefit and an increase in County retirement contributions, offset by the elimination of a prior year one-time salary adjustment.
- Services and Supplies — increase of \$0.13 million, primarily as a result of one-time expenditures to replace and/or upgrade aging CTN production equipment.

- Capital Assets Equipment — decrease of \$0.16 million primarily due to the elimination of prior year one-time capital expenditures for CTN production equipment.
- Expenditure Transfer & Reimbursements — increase \$0.1 million as a result of increased expenditure transfers associated with work performed for the Health and Human Services Agency. Since the amount to be reimbursed will be increased by \$0.1 million, it has the effect of decreasing expenditures by \$0.1 million.

Revenues

Net decrease of \$0.1 million.

- Licenses, Permits & Franchises — decrease of \$0.05 million in Public Educational Governmental Access Fees, as a result of the elimination of prior year one-time expenditures for CTN production equipment.



- Use of Fund Balance — decrease of \$0.05 million due to the elimination of a prior year one-time salary adjustment.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of \$0.1 million due to negotiated labor agreements and an increase in retirement contributions.



Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	22.00	22.00	22.00	0.0	22.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Communications Office	\$ 2,879,771	\$ 3,154,141	\$ 3,060,557	(3.0)	\$ 3,116,675
Total	\$ 2,879,771	\$ 3,154,141	\$ 3,060,557	(3.0)	\$ 3,116,675

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	\$ 2,501,875	\$ 2,569,000	\$ 2,595,425	1.0	\$ 2,669,143
Services & Supplies	563,506	514,141	640,132	24.5	622,532
Capital Assets Equipment	237,000	356,000	200,000	(43.8)	200,000
Expenditure Transfer & Reimbursements	(422,610)	(285,000)	(375,000)	31.6	(375,000)
Total	\$ 2,879,771	\$ 3,154,141	\$ 3,060,557	(3.0)	\$ 3,116,675

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	\$ 307,500	\$ 394,000	\$ 350,000	(11.2)	\$ 350,000
Use of Fund Balance	—	43,238	—	(100.0)	—
General Purpose Revenue Allocation	2,572,271	2,716,903	2,710,557	(0.2)	2,766,675
Total	\$ 2,879,771	\$ 3,154,141	\$ 3,060,557	(3.0)	\$ 3,116,675

